ENGLISCH
FÜR DEN BERUF

ZEIT SPRACHEN

4
25

Business Spotlight

ENGLISH FOR YOUR WORK AND LIFE

Business Spotlight

CONFLICT AT WORK
How to deal with it

OVERTOURISM
Its effect on economies

SATELLITES
What are they doing to the planet?

The world's best

Trains in Japan, e-cars in Norway, digitalization in Estonia — and more
Who is tops in industry and why?
What can we learn from them?

Mit mehr als 500 Lernhilfen

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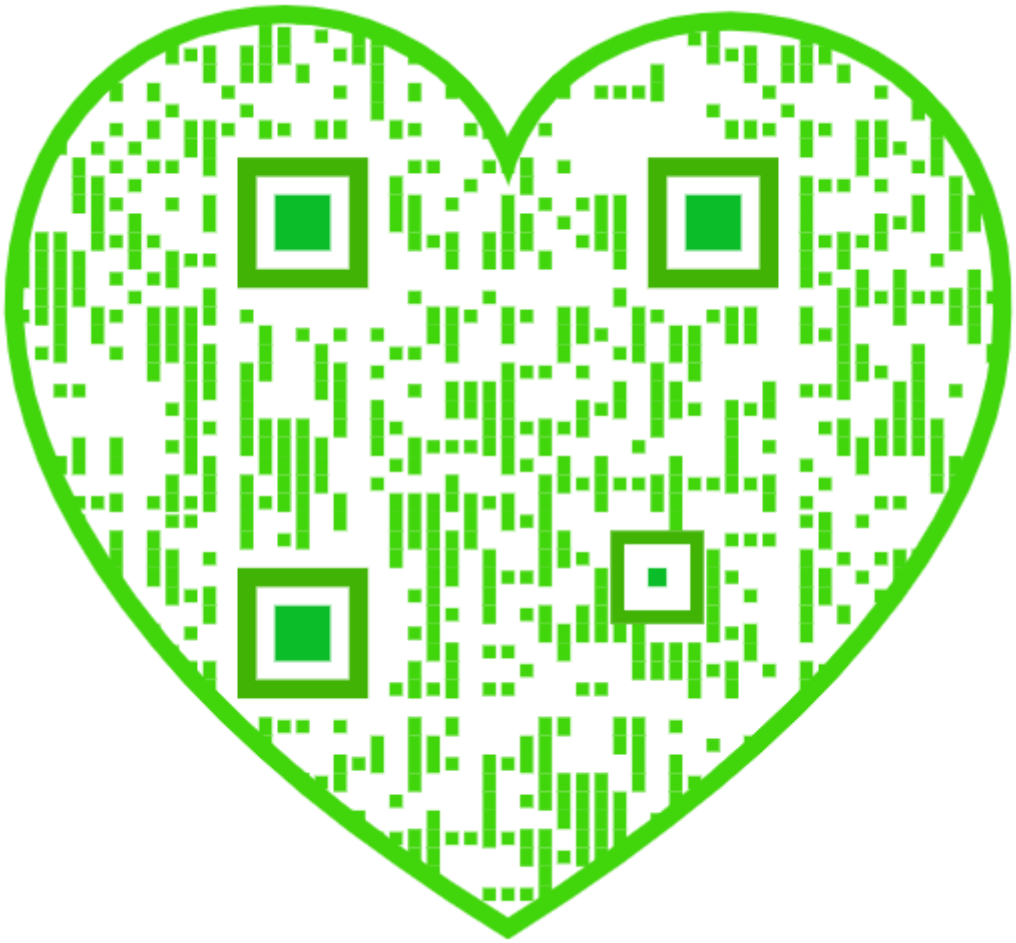

Your daily boost of English

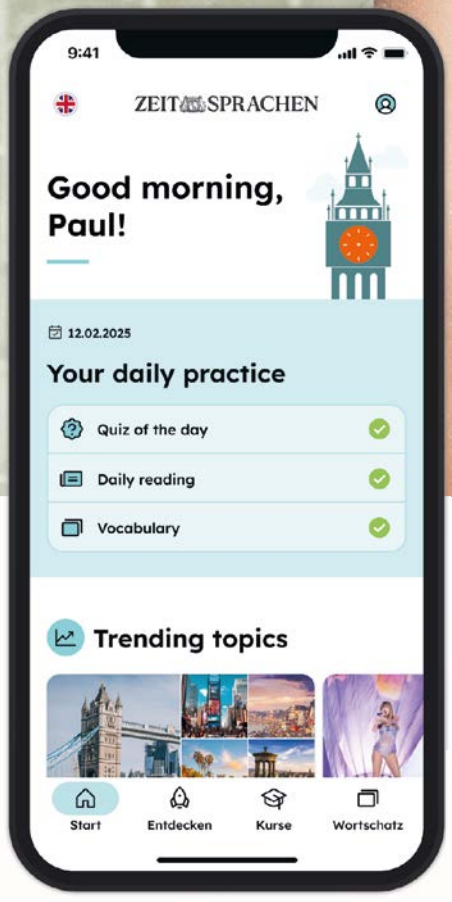

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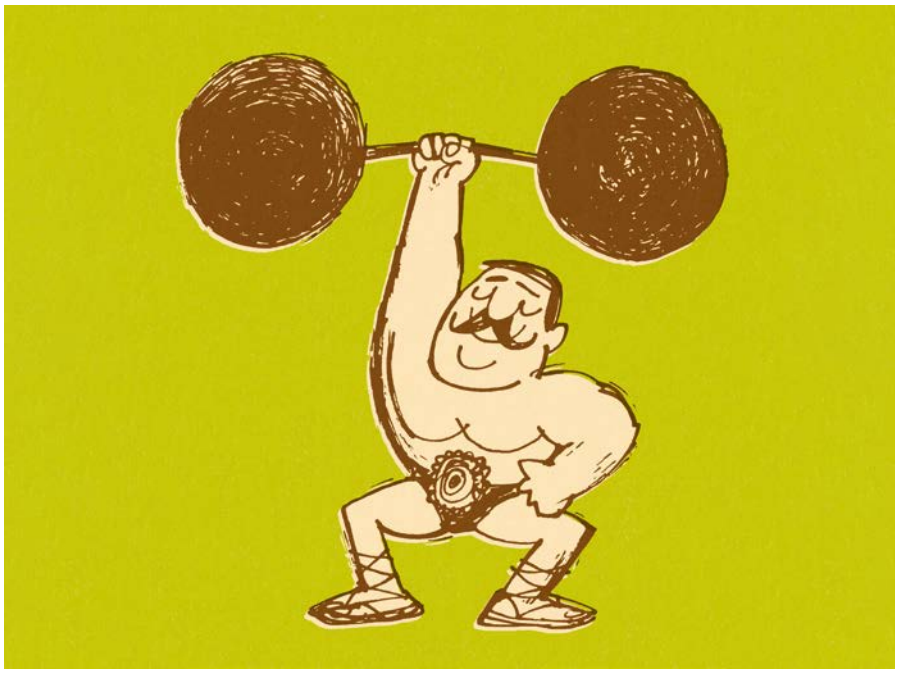
Foto: Getty Images

Extremes and superlatives

When being at the top means being the best, and what happens when there's too much of a good thing.



Everyone has their own particular talents. What makes one person a successful entrepreneur and another a great artist? Like people, countries also have sectors and industries at which they excel. This month, we look at five countries who are tops in certain fields and explore what makes them great and what we can learn from them.

You can also read about what happens when sectors and industries are struggling with excess. The infrastructure and economies of Europe's best-loved cities are now struggling with overtourism. Despite all our digital technology, paper consumption across the globe has increased 400 percent over the past 40 years. And what do all those satellites mean for planet Earth?

These and more stories and profiles in this month's magazine will make you think and see things from multiple perspectives. And, of course, you'll be improving your English while doing so. Enjoy!

entrepreneur [ˌɑːntrəprəˈnɜː]
• Unternehmer(in)

excel at sth. [ɪkˈsel]
• in etw. überragend sein

excess [ɪkˈses]
• Übermaß

JUDITH GILBERT, EDITOR-IN-CHIEF
judith.gilbert@zeit-sprachen.de

REMINDER — OUR NEWSLETTER FOR TEACHERS

If you are a teacher or instructor of Business English, you may already be receiving our newsletter, with lesson plans and worksheets for your students. We have recently relaunched it in an attractive new format. And if you're a teacher and haven't been subscribing to the newsletter, but would like to, find out more here:

www.zeit-sprachen.de/unterricht

Titelfoto: Georg Lechner mit Leonardo AI; Illustration: iStock.com; Foto: Matthieu Rouil

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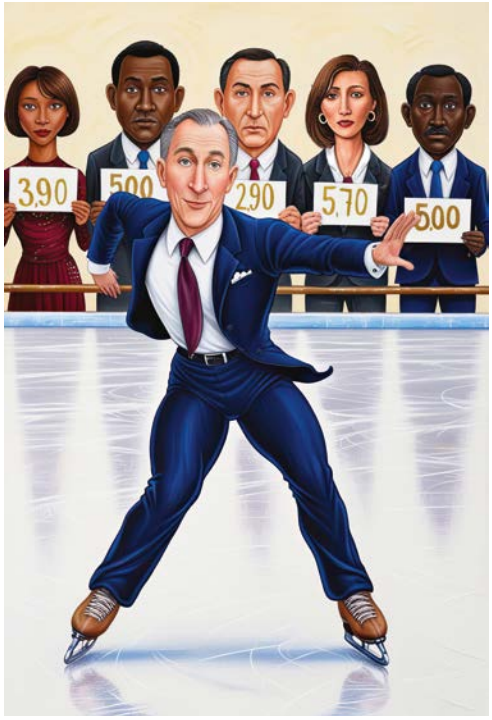
Business Skills
How feedback can help you to evaluate your meetings



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Europe's most-loved cities are struggling with too many visitors

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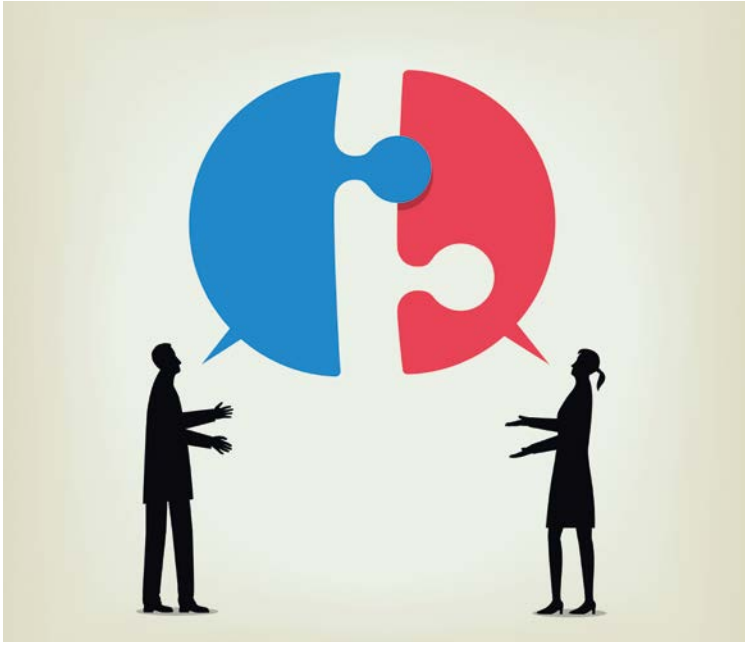
How to address tension in your team



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Language in Business Spotlight

- Articles use the style, spelling, punctuation and pronunciation of British English unless otherwise marked.
- Articles that use American style, spelling, punctuation and pronunciation are marked "US".

E EASY	M MEDIUM	A ADVANCED
Approximately at CEF level A2	Approximately at CEF levels B1–B2	Approximately at CEF levels C1–C2

CEF: European Framework of Reference for Languages

ifml.: informal word or phrase; *vulg.*: vulgar word or phrase; *UK*: chiefly British usage; *US*: chiefly North American usage

Living small

MEDIUM ÜBUNGSHEFT

HONG KONG · Space is in famously short supply in Hong Kong. The average living space per resident is a little over six square metres — that's less than half the size of a standard parking space. Small apartments are the norm, but even they are too expensive for many of the city's poor. Some landlords subdivide flats in order to rent them out to more tenants. About 220,000 people in Hong Kong live in subdivided homes.

The government is under pressure to change this. For more than a decade now, Hong Kong has been the world's least affordable city, according to the US survey company Demographia, and China's leaders know that dissatisfaction with housing fuels anti-government feelings. So, in late 2024, Hong Kong announced the introduction of minimum standards for the size and fixtures of apartments. The aim is to eliminate all subdivided homes by 2049.

There are good reasons for doing this. Subdivided housing lacks not only dignity but, in many cases, also fresh air and sunlight. However, the policy risks making the affordability crisis even worse. It's estimated that more than 30,000 of the smallest subdivisions do not meet the new requirements. Their current residents will need somewhere else to go.

famously ► bekanntlich

short supply: be in ~ ► Mangelware sein

square metre ['mi:tə] ► Quadratmeter

landlord ► *hier:* Vermieter

subdivide sth. ► etw. unterteilen

tenant ► Mieter(in)

survey company ['sɜ:veɪ] ► Marktforschungsunternehmen

housing ► Wohnraum, Wohnverhältnisse

fuel sth. ['fju:əl] ► etw. verstärken, anfachen

fixture ['fɪkstʃə] ► (feste) Einrichtung

dignity ['dɪgnəti] ► Würde

policy ► Richtlinie(n)

subdivision ► Unterteilung; *hier:* abgetrennter Wohnraum

meet sth. ► *hier:* etw. erfüllen

Foto: B. Kwok/Redux/laif

Dario and Daniela Amodei want AI with values

PROFILE

Brother and sister tech duo

MEDIUM US AUDIO ÜBUNGSHEFT

Just because AI can do something, does that mean it should do it? Different answers to this question led Italian-American researchers Dario and Daniela Amodei to leave OpenAI and launch their own AI start-up, Anthropic, in 2021. The company aims to develop what it calls "constitutional AI." This means giving the software something like a constitution, a specific set of values that it must follow. Anthropic sees itself as a research center for AI safety, and its chatbot, Claude 2, is a competitor of ChatGPT.

Dario, 42, and his younger sister, Daniela, founded the company with five other researchers — all of whom used to work at OpenAI. The start-up, valued at $60 billion, is backed by some financial heavyweights, including Amazon. It is pursuing "mechanistic interpretability," which means opening up AI systems so everyone can see how they work. The Amodeis' respective academic backgrounds may give them an unusual approach to tech: Dario is a biophysicist, while Daniela studied English literature.

Dario says he switched from biology to AI because challenges such as curing cancer or Alzheimer's disease seem "almost beyond human comprehension," he told the *Financial Times*. And this is where AI can potentially offer the most benefits to society. "Bit by bit, we're going to unravel this complexity that we couldn't deal with before."

researcher ▸ Forscher(in)

launch sth. [lɑːntʃ] ▸ *hier:* etw. gründen

research ▸ Forschung

competitor [kəm'petətər] ▸ *hier:* Konkurrenzprodukt

found sth. ▸ etw. gründen

valued at ▸ geschätzt auf

billion ▸ Milliarde(n)

backed: be ~ by sb. ▸ von jmdm. unterstützt werden

pursue sth. [pər'suː] ▸ etw. anstreben

respective ▸ jeweilig

approach [ə'proʊtʃ] ▸ Herangehensweise

cancer ▸ Krebs

comprehension ▸ Verstand; Verständnis

unravel sth. ▸ etw. entwirren, enträtseln

"Our economy is at war with many forms of life on earth, including human life"

NAOMI KLEIN, born 1970, Canadian author, activist and filmmaker

at war: be ~ with sb./sth. ▸ gegen jmdn./etw. Krieg führen

Comparison

MATERIAL WORLD

Global use of cotton versus synthetic fibre in the fashion industry; in million tonnes

1960
synthetics: 0.7
cotton: 10.3

2001
synthetics: 19.5
cotton: 19.4

2023
synthetics: 89.7
cotton: 25.1

Since 2001, the global fashion industry has been using more synthetic materials than natural fibres because they are cheaper to mass-produce.

Source: The Woolmark Company

synthetic fibre ['faɪbə] ▸ Kunstfaser

mass-produce sth. ▸ etw. in großen Mengen herstellen, serienmäßig produzieren

Fotos: Bloomberg via Getty Images; picture alliance/empics; iStock.com

SOCIETY

Make love, not work

EASY AUDIO

It is well known that Japan doesn't have enough children. In 2023, the country's fertility rate, which has been falling for decades, reached a record low of 1.2 — 2.1 is needed for a population to stay constant. Politicians have been trying hard to change this trend. From April 2025, for example, Tokyo's government employees are starting a four-day working week to allow them more family time.

The idea of "compressed hours" — working the same total hours in four instead of five days — has become popular in the West as a way to make jobs more flexible and attractive. Some studies show it can improve work-life balance while maintaining productivity levels. Although this is seen as radical in Japan, many experts say a lack of career flexibility is one of the main reasons for the country's low birth rate.

Tokyo Governor Yuriko Koike said, in a speech: "We will review work styles … with flexibility, ensuring no one has to give up their career due to life events such as childbirth or childcare."

fertility rate ➤ Geburtenrate

record low ➤ Rekordtief

politician [ˌpɒlə'tɪʃᵊn] ➤ Politiker(in)

compressed ➤ komprimiert

maintain sth. ➤ etw. aufrechterhalten

productivity level ➤ Produktivitätsniveau

review sth. [rɪ'vjuː] ➤ etw. überprüfen, überdenken

ensure sth. [ɪn'ʃɔː] ➤ etw. sicherstellen

due to ➤ aufgrund von

ENERGY

The end of coal is (not) near

MEDIUM AUDIO

In London in 1882, the world's first coal-fired power plant switched on for the first time. It powered about 1,000 electric streetlights. In October 2024, after nearly 150 years, Britain became the first big economy to stop burning coal to generate electricity.

Globally, however, things look very different. Coal is still used in around 7,000 power plants, providing about a third of the world's electricity. China and India alone have nearly two-thirds of all coal-powered generating capacity. And new coal-fired power plants are expected to come online by 2040.

Coal, the dirtiest fossil fuel, is toxic to humans and the planet. So, why do these power plants still exist? The sooner countries can shut down coal, the more emissions and associated global warming they'll avoid. However, in purely financial terms, the equation is reversed. Many coal-fired power plants still make money. If they're shut down, investors will need compensation. This means, the later countries shut down coal, the less they'll have to pay.

coal-fired ➤ kohlebefeuert, kohlebeheizt

fossil fuel ['fjuːəl] ➤ fossiler Brennstoff

equation [ɪ'kweɪʒᵊn] ➤ Gleichung

come online ➤ *hier:* in Betrieb genommen werden

shut sth. down ➤ etw. abschalten

reverse sth. [rɪ'vɜːs] ➤ etw. umkehren

spray and pray

This describes the situation when jobseekers send their CVs to lots of companies at once and hope that they get offered a position.

jobseeker ➤ Arbeitssuchende(r)

CV (curriculum vitae) ➤ Lebenslauf

What do teens do on their phones?

The Seattle Children's Research Institute studied the behaviour of teens, aged 13–18, and found that they spend an average of 1.5 hours using their phones during a 6.5-hour school day. And a quarter of them spend more than two hours on their phones. Are they perhaps looking up information for school? Probably not. The study found that the most popular app categories are messaging, Instagram, video streaming, audio and email.

40

per cent is how much funding for climate technologies fell during 2024, as investors chose to put their money into artificial intelligence (AI). This is a problem for efforts to reduce greenhouse-gas emissions, although it is possible that some AI investment may ultimately help to develop green technologies.

What others say

Online user reviews are most important to young consumers.

How much do online reviews influence your decision to buy a product?

Aged 18–24:
- **28%** "a lot"
- **59%** "a little"
- **13%** "not at all"

All age groups:
- **16%** "a lot"
- **51%** "a little"
- **33%** "not at all"

Source: CivicScience; US adults 18+; 2025

Let's walk!

We know walking is good for us, but we don't always do it. WeWard — probably a play on the word "reward" — founded in France in 2019, is an app that pays you to do it. By walking, users collect "wards", which can be converted into cash, vouchers or donations — as much as $1,000 a year.

Research shows that walking reduces the risk of serious illness, such as heart disease or cancer. It's good for the environment and for local communities, when people walk together. By gamifying walking, WeWard offers a reason to do it as often as possible.

research [ri'sɜːtʃ] ➔ Forschung
look sth. up ➔ etw. nachschauen, nachlesen
funding ➔ Finanzierung, Gelder
artificial intelligence ➔ künstliche Intelligenz
greenhouse gas ➔ Treibhausgas
ultimately ['ʌltɪmətli] ➔ letztendlich
green ➔ *hier:* umweltfreundlich
review [ri'vjuː] ➔ *hier:* Rezension
play ➔ *hier:* Wortspiel
found sth. ➔ etw. gründen
voucher ['vaʊtʃə] ➔ Gutschein
donation ➔ Spende
cancer ➔ Krebs

The rivals

found sth. ➔ etw. gründen
compete [kəm'piːt] ➔ konkurrieren
AI (artificial intelligence) ➔ KI (künstliche Intelligenz)
revenue ['revənjuː] ➔ *hier:* Umsatz
billion ➔ Milliarde(n)

SAP was founded in Germany in 1972 by five former IBM employees. Although the two companies compete in certain areas, they also work together — most recently, in helping businesses integrate AI into their daily processes.

SAP		IBM
Employees 109,000+	⟷	Employees 300,000+
Revenue (2024) €34 BILLION+	⟷	Revenue (2023) $61.9 BILLION
Countries 130	⟷	Countries 170

Fotos: Shutterstock.com

AVIATION

Plane shape

MEDIUM AUDIO

On 1 January 1914, two passengers took off from St Petersburg, Florida, on what is widely believed to be the world's first commercial airline. Since those early days, most aspects of air travel have been transformed. However, the basic aircraft design of a tube with wings on each side has changed very little.

Under pressure to reduce emissions, aircraft designers are considering new shapes. Planes based on a blended-wing body (BWB), for example, will soon be used in commercial aviation. The US start-up JetZero plans to launch its BWB aircraft in 2030, saying it will reduce fuel consumption and emissions by 50 per cent, even with conventional engines. The wider body is not only more aerodynamic, but may even offer more space — although window seats will be rare.

Aviation currently produces two to three per cent of global emissions, but that will rise as other industries go green. The dream of sustainable air travel will need a lot more innovation with regard to fuel and technology as well as design.

aircraft
➨ Flugzeug

tube [tjuːb]
➨ Röhre

blended-wing body
➨ Nurflügler

aviation [ˌeɪvi'eɪʃᵊn]
➨ Luftfahrt

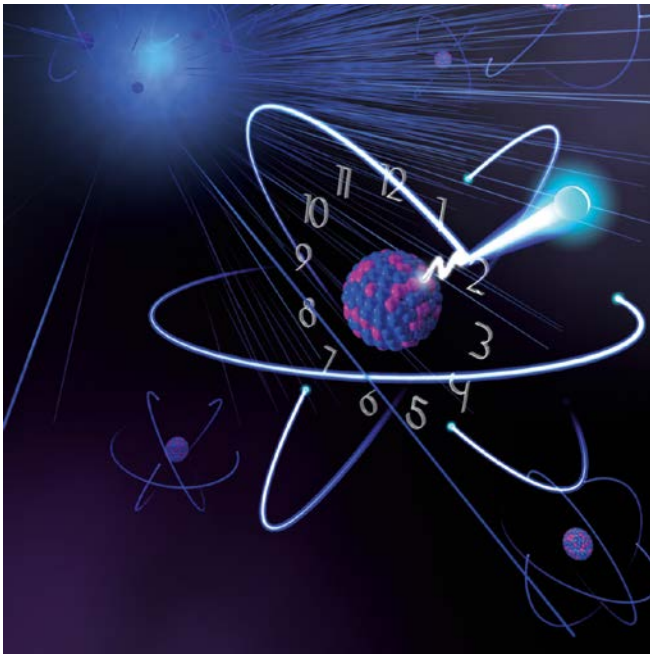
launch sth. [lɔːntʃ]
➨ etw. auf den Markt bringen

fuel consumption ['fjuːəl kənˌsʌmpʃᵊn]
➨ Kraftstoffverbrauch

sustainable
➨ nachhaltig

with regard to
➨ hinsichtlich, im Hinblick auf

Illustration of a JetZero BWB plane



Nuclear clocks shine UV light into atoms

PHYSICS

A good ticking

MEDIUM AUDIO

How accurate do clocks need to be? Today's atomic clocks achieve millisecond accuracy, but nuclear clocks might be even better.

An atomic clock works by counting the vibrations of electrons around an atom. A nuclear clock, however, shines ultraviolet light into the nucleus of a thorium (or similar) atom. If the light is at exactly the right frequency, the nucleus will change its energy state — this is known as an "energy jump" and is like flipping a switch. Carefully measuring and counting the energy jumps provides an extremely accurate timekeeping device.

Not only would nuclear clocks be more accurate than atomic clocks, they would also be less sensitive to external disturbances, such as electromagnetic fields. They could lead to better navigation, faster internet speeds and new discoveries in physics.

accurate ['ækjərət]
➨ genau

atomic clock
➨ Atomuhr

accuracy ['ækjərəsi]
➨ Genauigkeit, Exaktheit

nucleus ['njuːkliəs]
➨ Kern

flip a switch
➨ einen Schalter anknipsen/umlegen

timekeeping
➨ Zeitmessung

device
➨ Gerät

sensitive
➨ empfindlich

disturbance
➨ Beeinträchtigung, Störung

Fotos: JetZero; APS/ P. G. Thirolf et al., Ann. Phys. 531, 1800381

"I believe leaders are trained"

Lisa Su

The microchip mogul

Ihr Unternehmen hat den Chip des schnellsten Supercomputers der Welt produziert: wie Lisa Su den Halbleiter-Hersteller AMD auf Erfolgskurs brachte.

Von RACHEL PREECE

MEDIUM US

Many businesses around the world allow their employees to work four days a week. Lisa Su, the head of the California-based chipmaker Advanced Micro Devices (AMD), goes against the grain. She has staff meetings on weekends and is known for making morning calls to discuss the details of documents circulated after midnight. She sets high standards. "I don't believe leaders are born," she told TIME in 2024. "I believe leaders are trained."

Named TIME's "CEO of the Year 2024," Su has turned AMD around since she took over, in 2014. At the time, the company's stock price was around $3, and many in the industry wondered how much longer AMD could keep going. Today, its stock trades at well over $100. In 2024, Harvard Business School began teaching Su's leadership at AMD as a case study. "It really is one of the great turnaround stories of modern American business history," says Chris Miller, historian of the semiconductor industry and the author of the book *Chip War*.

A focus on innovation

Over the past decade, Su has worked hard on innovation. She set the highly ambitious goal of building a new generation of CPU chips that were 40 percent faster, and she started a project to develop a chip capable of a quintillion (10^{18}) operations per second. Her strategy has worked. In November 2024, El Capitan, built by Hewlett Packard Enterprise and powered by AMD chips, became the world's fastest supercomputer.

In the microchip industry, only NVIDIA is more successful than AMD. Incidentally, NVIDIA's CEO, Jensen Huang, is a distant relative of Su's. Su told Bloomberg that the two didn't grow up together and were "really distant." They didn't meet personally until later in their careers, at an industry event.

While Su has had a great decade, new challenges lie around the corner. The competition, from other U.S. tech companies and from China, is working hard to catch up. And Donald Trump's second presidency has caused a lot of uncertainty. The news platform TechInsights called this "a critical turning point for the semiconductor industry, with sweeping implications for global supply chains, manufacturing strategies and consumer costs."

LISA SU

Known as: CEO of Advanced Micro Devices (AMD); computer scientist and engineer
Studies: chose electrical engineering because it seemed to be the most difficult subject
Rich lists: one of a few dozen self-made women to become billionaires; 26th on Forbes' list of the world's most powerful women (2024)

CEO (chief executive officer) ► Geschäftsführer(in)
device ► Gerät
engineer [ˌendʒɪ'nɪəʳ] ► Ingenieur(in)
electrical engineering [ˌendʒɪ'nɪrɪŋ] ► Elektrotechnik
dozen ['dʌzən] ► Dutzend
billionaire ► Milliardär(in)

From Taiwan to the Bronx

Su's family moved from Taiwan to the U.S. when she was three, so that her father could study there. She went to a science-focused high school in the Bronx, New York City, before going on to study electrical engineering at the Massachusetts Institute of Technology (MIT). Now, the nanoscience research building at MIT has been named after Su, after she made a donation to the university. "MIT has played an incredibly important role in my life," she says. Decades after her own graduation, Su is interested in supporting the next generation of engineers and scientists.

chipmaker ► Chiphersteller
device ► Gerät
go against the grain ► *hier:* gegen den Strom schwimmen
circulate sth. ['sɜːkjəleɪt] ► etw. verteilen, in Umlauf bringen
CEO (chief executive officer) ► Geschäftsführer(in)
turn sth. around ► *hier:* etw. wieder auf Spur bringen, aus der Krise führen
stock ► *hier:* Aktie
case study ► Fallstudie
semiconductor industry ► Halbleiterindustrie
capable ['keɪpəbəl] ► fähig, imstande
quintillion ► Trillion(en)
incidentally ► übrigens, zufälligerweise
competition ► Konkurrenz
catch up ► aufholen
sweeping ► dramatisch, weitreichend
implication ► Auswirkung, Folge
supply chain ► Lieferkette
manufacturing ► Herstellung, Fertigung
electrical engineering [ˌendʒɪ'nɪrɪŋ] ► Elektrotechnik
research ► Forschung
donation ► Spende
incredibly ► unglaublich
graduation ► Abschluss
engineer [ˌendʒɪ'nɪəʳ] ► Ingenieur(in)

Foto: AMD

DANIEL HARDING

Known as: pilot and orchestra conductor

Achievements: winner of the Royal Philharmonic Society's Best Debut award; youngest conductor ever at the BBC Proms in the Royal Albert Hall, when he was 21

conductor
► **Dirigent(in)**

debut ['deɪbjuː]
► **Debüt**

Daniel Harding

Conductor in the cockpit

Vor seinem 40. Geburtstag entscheidet sich Daniel Harding, noch einen zweiten Beruf zu lernen. Heute arbeitet der erfolgreiche Dirigent auch als Pilot.

Von SARAH EVANS

EASY

For decades, Daniel Harding has been one of the world's top orchestra conductors. That would probably be enough for most people, but Harding also has another career — as an airline pilot. "Having a completely different role is healthy," he told *The Guardian*. "I've learned things about myself and conducting in a year that I didn't learn in 29 years before as a conductor."

The selection process for commercial pilots is long and includes a lot of difficult tests. "If you survive, you end up in front of a panel with a pilot and a psychologist, who try to identify a weakness," Harding explains. "It was clear what they were going to put their finger on: For the last 20 years, I'd been the boss standing there, and everyone had to do what I said. How on earth was that going to work in a cockpit? They did have a point, but it was a great opportunity to think about what a conductor is."

Flying high

Harding has always been a high achiever. Born in Oxford, in 1975, to a lecturer in engineering and a university administrator, he began playing the trumpet when he was eight. For fun, he tried conducting, practising at home. His conducting career began aged 17, after his teacher wrote to Sir Simon Rattle, then conductor of the City of Birmingham Symphony Orchestra (CBSO), describing Harding's talent. Working with Rattle at the CBSO, Harding was a fast learner, making his professional debut with the orchestra at 19 and, later, winning the Royal Philharmonic Society's Best Debut award. From there, he became the first music director of the Mahler Chamber Orchestra, worked as the principal conductor of the Trondheim Symphony, in Norway, and was the music director of the Swedish Radio Symphony Orchestra. He's also been a guest conductor for many other well-known orchestras around the world.

In 2019, he took a break from conducting to become an airline pilot for Air France, although his plans were delayed by the pandemic. Today, he balances flying and conducting. "I don't think it's realistic to say, just because you love something, you should do it 24 hours a day, every single day," he told *The New York Times*. Rattle says flying has even helped Harding's music career: "It has made him a better musician and a much calmer person."

A birthday challenge

Before his 40th birthday, Harding decided to learn to be a pilot, as a challenge and something to do for himself. In 2014, he enrolled in a flight school in France and got both a private and a commercial licence as well as the qualification to fly the Airbus A320.

He spends about one week each month flying medium-haul flights in Europe and North Africa, which are planned around his performances. Living with his family in Paris, he also finds time for other passions — including football (he's a Manchester United fan) and languages (he speaks French, German and Italian). Daniel Harding is a high-flyer in every way.

Fotos: Benjamin Malapris/Redux/laif, ddp/CTK

conductor ▸ Dirigent(in)
role ▸ *hier:* Job
conduct (an orchestra) ▸ (ein Orchester) leiten
survive ▸ überleben, bestehen
end up (somewhere) ▸ (irgendwo) landen
panel ▸ *hier:* Gremium, Ausschuss
psychologist [saɪ'kɒlədʒɪst] ▸ [wg. Aussprache]
weakness ▸ *hier:* Schwachpunkt
high achiever ▸ aufstiegsorientierter Mensch
lecturer ['lektʃərə] ▸ Dozent(in)
engineering [ˌendʒɪ'nɪərɪŋ] ▸ Ingenieurwissenschaften
trumpet ▸ Trompete
debut ['deɪbjuː] ▸ Debüt
music director [daɪə'rektə] ▸ Chefdirigent(in)
chamber orchestra ▸ Kammerorchester
principal conductor ▸ Chefdirigent(in)
take a break ▸ eine Pause einlegen
challenge ▸ Herausforderung
enrol in sth. ▸ sich bei etw. anmelden
medium-haul flight ['miːdiəm hɔːl] ▸ Mittelstreckenflug
performance ▸ *hier:* Auftritt
high-flyer ▸ Überflieger(in)

HEAD-TO-HEAD

Should book editors address modern readers' sensitivities?

Einordnende Vorworte und Lektoren, die Literatur nach problematischen Begriffen durchsuchen: Verlage achten immer mehr darauf, die Leserschaft nicht mit diskriminierender Sprache zu verletzen. Zwei unterschiedliche Meinungen zur Frage, ob das richtig oder falsch ist.

Interviews: MELITA CAMERON-WOOD

ADVANCED AUDIO ÜBUNGSHEFT

Fotos: Shutterstock.com; privat

YES "A lot of canon work may be offensive to a modern reader"

Although beautiful and worth reading, a lot of canon work may be offensive to a modern reader. Sensitivity forewords that explain the writer's beliefs and the era in which he or she lived can contextualize the work and help people understand certain aspects of a book.

I wish there had been a sensitivity foreword in the copy of Agatha Christie's *And Then There Were None* that I read when I was younger. The book's original title was highly offensive, and the plot was based on a minstrel song. Finding out about the book's problematic roots later in life really threw me off balance because Christie's work has been the foundation of much of my work as a writer. I would have had a different relationship with the book had I known more about its context.

If an author is alive and able to address problems flagged by editors, it would be unproblematic for both parties to agree on changes to an original work. Sometimes, authors don't realize that their work comes across as offensive. However, I don't agree with posthumously changing an author's words or changing original intent.

Sensitivity editors should focus on critically reading a work from the viewpoint of a 21st-century reader and contextualizing it for the readership where it is published. It's especially dangerous to present literature that hasn't been checked for problematic content to children. If you put something that promotes racism, homophobia or misogyny in front of a child, you'll have an uncritical take on an inappropriate world view. Moving those books into a more academic sphere and adding forewords that contextualize them for adults, who are able to understand the nuances, is a better solution than allowing kids to read them.

canon work
- *hier:* Werk(e) aus dem Kanon der Literatur

sensitivity
- Sensibilität, Feingefühl

offensive
- verletzend, anstößig

minstrel
- Minstrel (eine Musikrichtung des 19. Jahrhunderts aus den USA, bei der oft rassistische Stereotype über Schwarze dargestellt wurden)

throw sb. off balance
- jmdn. aus dem Gleichgewicht bringen

flag sth.
- auf etw. aufmerksam machen

posthumously ['pɒstjʊməsli]
- posthum, nach dem Tod

readership
- Leserschaft

misogyny [mɪ'sɒdʒəni]
- Frauenfeindlichkeit, Frauenhass

inappropriate [ˌɪnə'prəʊpriət]
- unangemessen

HANNAH BERMAN is a fiction writer, editor and freelance journalist based in Brooklyn, New York City
(www.hannah-berman.com)

NO "Prioritizing sensitivity over authenticity is problematic"

Rewording classic literature to align it with modern sensitivities is a severe threat to preserving authors' original intent. Take, for instance, the changes made by Puffin Books to the late Roald Dahl's stories in early 2023. For example, the word "fat" was replaced with "enormous" when describing the character Augustus Gloop in *Charlie and the Chocolate Factory*. I find changes like this patronizing, at the very least. After all, the story is set in a giant chocolate factory. Shouldn't overconsumption be addressed somewhere? These alterations, in my opinion, create a slippery slope in which the essence of these works risks being rewritten to fit ever-changing social standards. Rather than altering these texts, it would be more productive to leave them as they are and encourage readers to engage with them critically, appreciating the historical context in which they were written.

That said, sensitivity prologues should remain optional, not mandatory, as forcing modern interpretations on to classic texts risks undermining the works themselves. While this might be useful for younger readers or those unfamiliar with the era in which a work was written, I think many readers are capable of understanding context on their own.

Prioritizing sensitivity over authenticity is problematic. In 2021, several books by Dr. Seuss, including *And to Think That I Saw It on Mulberry Street* and *If I Ran the Zoo*, were pulled from publication due to claims of racist imagery and language. Some might see these decisions as removing offensive content, but I think this is a form of censorship that erases the cultural and historical context in which these works were created. Informed discussion about societal change is possible without compromising literary heritage.

reword sth.
- etw. umformulieren

align sth. with sth. [ə'laɪn]
- etw. an etw. anpassen

patronizing
- bevormundend

slippery slope
- rutschiger Abhang; *hier:* riskanter Weg

engage with sth. [ɪn'geɪdʒ]
- sich auf etw. einlassen

appreciate sth. [ə'priːʃieɪt]
- sich etw. bewusst sein

mandatory
- obligatorisch

undermine sth.
- etw. untergraben, aufweichen

capable: be ~ of sth. ['keɪpəbəl]
- zu etw. fähig, imstande sein

pull sth. from publication
- *hier:* vom Markt nehmen

imagery ['ɪmɪdʒəri]
- Symbolik, Bildsprache

offensive
- verletzend, anstößig

erase sth. [ɪ'reɪz]
- etw. ausradieren, auslöschen

compromise sth.
- etw. kompromittieren, Schaden zufügen

heritage ['herɪtɪdʒ]
- Erbe

MARK KELLY is an online content creator, writer, tech lover and YouTuber based in Leeds, UK
(www.markkelly.me)

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www.business-spotlight.de/audio-gratis/04

Best cases

Five countries, five champions

Von Mikrochips bis Hochgeschwindigkeitszüge: Viele Länder haben eine bestimmte Nische auf dem Weltmarkt für sich entdeckt. Unser Autor hat sich fünf dieser Nationen genauer angesehen – und erklärt, was hinter ihrem Erfolg steckt.

Von RICHARD MOTE

MEDIUM

Many countries do certain things very well. America has produced the world's most successful tech companies, China sets the standard in manufacturing and India has become a global leader in IT services. Many more places have found a niche for themselves. Scotland is a powerhouse of the gaming industry, for example. The city of Sialkot, in Pakistan, produces about 70 per cent of the world's footballs. And Sweden, with just 10.5 million people, is the world's third-largest music exporter.

Here, we look at five countries that have set the global benchmark in a particular area and ask how they did it.

manufacturing
- Herstellung, Produktion

powerhouse
- *hier*: Kraftpaket

benchmark
- Maßstab

Japan was the first country to build a high-speed rail network

Privatization — Japan's high-speed trains

Quick facts:
- total number of trips: 10 billion+
- average delay per train: 1.6 minutes
- passenger fatalities: 0

Japan pioneered high-speed rail (HSR), in the 1960s, and has perfected it since then. Every day, hundreds of thousands of passengers enjoy the extremely high standard of service. Japan's railway operators apologize to customers for the most minor "delays" that, in other countries, would simply go unnoticed.

Known as *shinkansen* in Japanese and "bullet trains" in English, they also have a top safety record. In 60 years, there have been no serious accidents, mainly thanks to advanced technology and a track that has no level crossings and is not shared with slower trains. Many other countries have copied Japan's model, including China, which now has the world's longest HSR network.

How has Japan managed to create a rail network that serves the needs of passengers so well? It's helped by the country's dense urbanization, which makes train travel convenient for lots of people.

Originally built and operated by the government-owned Japanese National Railways, the rail network was privatized in 1987, and Japan got privatization right. Operating an efficient rail network is very expensive, but Japan's train operators are profitable companies that are well diversified — they also own

Japan's railway operators apologize for "delays" that, in other countries, would go unnoticed

billion ► Milliarde(n)

fatality ► Todesopfer

pioneer sth. [ˌpaɪəˈnɪə]
► den Weg für etw. bereiten

operator ► Betreiber(in)

apologize to sb.
[əˈpɒlədʒaɪz]
► sich bei jmdm. entschuldigen

bullet train ['bʊlɪt]
► Hochgeschwindigkeitszug

track
► *hier:* Bahngleis

level crossing
► höhengleicher Bahnübergang

dense ► *hier:* dicht

convenient [kənˈviːniənt]
► praktisch, komfortabel

well diversified
► breit gefächert, gut diversifiziert

Foto: Georg Lechner mit Leonardo AI, Shutterstock.com

hotels, restaurants and other businesses. This helps them offer quality without passing on the full cost to passengers.

Consistency — Norway's electric cars

Electric-vehicle share of new-car market; 2024:

- EU average: 13.6%
- Norway: 89.3%

Almost nine out of ten new cars sold in Norway in 2024 were electric vehicles (EVs). The country has come close to its goal of adding only electric cars to its roads from 2025. "Norway will be the first country in the world to pretty much erase petrol and diesel engine cars from the new-car market," Christina Bu, head of the Norwegian EV association, told Reuters.

In late 2024, there were more fully-electric cars (28.6%) than petrol-only cars (23%) on Norway's roads for the first time. This has been achieved through a combination of infrastructure expansion and financial incentives. Petrol and diesel cars are subject to tax, while EVs aren't in many cases — although some taxes on EVs have been introduced in the past few years.

Across Norway, there are also more than 27,000 public chargers. "Within the next three years, we will have at least as many charging stalls as we have pumps for fuel," says Anders Kleve Svela, a manager at Circle K, the largest fuel retailer in the country.

Of course, Norway has a couple of advantages over other countries. Having the world's largest sovereign-wealth fund allows the government to be generous. Also, although Norway is an oil producer, it has no notable car industry lobby to oppose EV-friendly policies. What's more important, however, is that Norway's electrification policies were created a long time ago, in the 1990s, and have remained in place, supported by all political leaders.

Specialization — microchips made in Taiwan

Taiwan makes:

- about 60 per cent of the world's semiconductors
- more than 90 per cent of the most advanced chips

What oil was to the 20th century, microchips are to the 21st — the most important commodity in the global economy. Also called "semiconductors", chips are essential components not just in computers, but also in cars, TVs and washing machines, as well as satellites and weapons systems.

Taiwanese chips provide an estimated 37 per cent of the world's new computing power each year. In no other industry does something so important come from so few suppliers. And the industry is vital to Taiwan, making up about 15 per cent of GDP. What's more, it is a "silicon shield", giving the world a reason to protect the country from China.

Chip manufacturing is so complex that only specialists can do it profitably. Chip factories, known as "fabs", cost tens of billions. Nearly all US chip designers, such as Nvidia and Apple, have a "fabless" business model, in which their chips are manufactured by a chip "foundry", the largest of which is the Taiwan Semiconductor Manufacturing Company (TSMC).

Public charging infrastructure for Norway's electric cars

pass sth. on to sb. ► *hier*: etw. auf jmdn. abwälzen

share ► Anteil

pretty much ► so gut wie, größtenteils

erase sth. [ɪ'reɪz] ► etw. entfernen

petrol (UK) ► Benzin

incentive ► Anreiz

subject to tax ► steuerpflichtig

public charger ► E-Tankstelle, Ladesäule

charging stall ► Ladestation

pump ► *hier*: Tanksäule, Zapfsäule

fuel ['fjuːəl] ► Kraftstoff

retailer ► Händler(in)

sovereign-wealth fund ['sʌvrɪn] ► Staatsfonds

notable ► beachtenswert, relevant

oppose sth. ► sich etw. widersetzen

semiconductor ► Halbleiter

commodity ► Handelsgut, Ware

computing power ► Rechenleistung

supplier ► *hier*: Bezugsquelle

vital ► unverzichtbar

make up sth. ► *hier*: etw. ausmachen

GDP (gross domestic product) ► BIP (Bruttoinlandsprodukt)

shield [ʃiːəld] ► Schutzschild

foundry ► *hier*: Fertigungsanlage

Robotics research at ETH Zurich

Globalization made the modern chip industry, and specialization allows Taiwan to make chips better, faster and cheaper than anyone else. Today, this system is under pressure — TSMC is opening fabs in the US and Japan, for example. However, Taiwan will not give up its most advanced capabilities willingly.

Investment — innovation in Switzerland

Global Innovation Index (GII), 2024:
1. Switzerland; 2. Sweden; 3. US; 4. Singapore; 5. UK

Measured by the size of its economy, Switzerland invests more in research and development than much bigger countries, including China and the US.

When it comes to innovation, Switzerland is open for business. About half of the country's PhD students come from abroad, attracted by world-leading research institutions, such as ETH Zurich, and an unusually large amount of research money comes from foreign companies. Sacha Wunsch-Vincent, who helps compile the GII, told SWI swissinfo.ch: "Switzerland is like a safe haven … and there's a high level of trust in the innovation system."

Close collaboration between Swiss universities and industry produces excellence in knowledge and technology, measured by patents and high-tech exports, as well as creative outputs, such as mobile app creation or trademarks.

Digitalization — e-government in Estonia

In Estonia's 2023 parliamentary elections, more than half the votes were cast online.

It may have the population of a medium-sized European city, but Estonia (along with Denmark and Singapore) is a champion of e-government. Nearly 90 per cent of Estonians aged 16–74 use public and private e-services — more than 95 per cent of income tax returns and 99 per cent of bank transactions happen online.

The country's e-Business portal lets entrepreneurs set up and register a company on a personal device in as little as 18 minutes. Since 2005, all citizens have been able to vote online in the country's elections — either from home or while travelling abroad.

The basis of Estonia's success is the widespread use of e-ID cards for both digital and physical identity. Strong regulation provides security, and data is standardized across ministries. This allows governments to work more efficiently, but data privacy laws may restrict access to e-services in some countries.

In recent years, the potential of e-government to raise efficiency and lower costs has become clear. Estonia is an example for others to follow.

capabilities [ˌkeɪpəˈbɪlətiz] ➨ *hier:* Ressourcen

willingly ➨ bereitwillig

research ➨ Forschung

PhD student ➨ Doktorand(in)

compile sth. ➨ etw. erheben, zusammenstellen

safe haven ➨ sicherer Hafen

output ➨ *hier:* Leistung

trademark ➨ Markenzeichen

Estonia ➨ Estland

parliamentary elections ➨ Parlamentswahlen

cast sth. ➨ *hier:* etw. abgeben

income tax return ➨ Einkommensteuererklärung

entrepreneur [ˌɒntrəprəˈnɜː] ➨ Unternehmer(in)

set sth. up ➨ *hier:* etw. gründen

device ➨ Gerät

data privacy ➨ Datenschutz

restrict access ➨ den Zugang beschränken

Fotos: ddp; picture alliance/Cover Images

On paper

Trotz Digitalisierung verbraucht die Welt immer mehr Papier. Schuld daran haben nicht nur staatliche Behörden und Schulen.

Von RACHEL PREECE

ADVANCED

Today, about seven billion letters a year are sent by post in the UK — back in 2005, it was 20 billion a year. This reflects the change to a digital world. And yet, global paper use has risen by 400 per cent over the past 40 years. The transition to digital-only is well underway in some industries, but others are very dependent on hard copy.

Paper is still vital for reliable navigation at sea, for example. The UK Hydrographic Office (UKHO) is responsible for keeping about 3,500 nautical charts up to date. A weekly bulletin communicates the latest updates to ships around the world, and crew members make corrections by hand.

The UKHO had planned to switch to digital-only maps by 2026, but this deadline has now been scrapped. A lot of ships are capable of carrying only paper charts, and no suitable electronic platforms are currently available. Steven Bastable, product manager at the UKHO, told the BBC: "It became clear that there was a problem … if we went too quickly on this, there was a very real risk that we would leave mariners behind."

Records and regulations

Many others are also struggling with the digital transition — particularly in highly regulated industries that have strict rules about record-keeping. The US federal government finally went paperless in June 2024, after several years of delays.

In healthcare, too, paper is pervasive. In 2023, despite electronic upgrades, three-quarters of Britain's NHS trusts still relied on paper notes and drug charts. The introduction of electronic health records (EHR) has not slowed down the printing presses. "The expectation is that, with the advent of the electronic health record, we'd see a decrease in … pages printed," Sean Hughes, executive vice president of the US health tech company CynergisTek, told *Healthcare Finance*. "What we see is the opposite — it's actually 11 per cent more. We've taken on more data and disjointed workflow processes, and it takes more pages to account for those inefficient processes."

Another paper-heavy industry is property. According to the software company CaptureFast, up to 30 per cent of real estate forms and papers go unused each year, because policy changes make them obsolete. Contracts and lease applications tend to be printed out. Legal documents and statements are often recorded on paper. The magazine *Lawyer Monthly* estimates that law firms spend up to three per cent of their total revenue on printing and document output.

Global paper use has risen by 400 per cent

It was widely reported that schools had become more digital during the pandemic. While this may be true in some cases, studies show that the average British school uses about 360,000 sheets of paper during an academic year — requiring 300 black-toner cartridges per school, per year.

A preference for paper?

Some people prefer the tactility of paper. While 70 per cent of people use digital calendars, paper calendars remain popular. In fact, Columbia Business School found in 2022 that people who use paper calendars tend to be more productive than digital users, and another study, from 2021, found that people remember what they've written down on paper more frequently than when they note things down digitally.

Print is not dead, and we're still far from being entirely digital. We're somewhere in between those two worlds.

transition
► Übergang

well underway
► in vollem Gange

hard copy ► Ausdruck, Ausgabe auf Papier

hydrographic office [ˌhaɪdrəʊ'græfɪk]
► hydrographischer Dienst

nautical chart ['nɔːtɪkᵊl]
► Seekarte

bulletin ['bʊlətɪn]
► (amtliche) Bekanntmachung

crew member
► Besatzungsmitglied

scrap sth.
► etw. verwerfen

capable: be ~ of doing sth. ['keɪpəbᵊl]
► in der Lage sein, etw. zu tun

suitable ['suːtəbᵊl]
► passend, geeignet

mariner ['mærɪnə]
► Seefahrer(in)

record-keeping
► Führung von Aufzeichnungen / Unterlagen

pervasive
► allgegenwärtig

NHS (National Health Service) (UK)
► staatlicher Gesundheitsdienst

drug chart
► Medikationsplan

health record
► Patientenakte

advent ['ædvent]
► Einführung

disjointed
► unzusammenhängend, zusammenhanglos

account for sth.
► etw. Rechnung tragen

paper-heavy
► papierbasiert

real estate (US)
► Immobilie(n)

policy ► *hier*: Richtlinie(n)

lease application
► Mieterselbstauskunft

total revenue ['revənjuː]
► Gesamteinnahmen

cartridge ['kɑːtrɪdʒ]
► Kartusche

tactility
► Fühlbarkeit, haptische Wahrnehmung

Foto: Stocksy United

The Rio di Palazzo, in Venice

Tourist overload

Europas Altstädte und andere beliebte Reiseziele sind nicht gebaut für den Massentourismus, aber die Menschen kommen trotzdem. Was das für die Orte bedeutet – und was man selbst tun kann, damit der Urlaub entspannter wird.

Von RICHARD MOTE

MEDIUM

Tourists are enjoying a meal in one of the many restaurants along Barcelona's beautiful La Rambla, when they are suddenly shouted at and squirted with water by angry locals. In the picturesque, lakeside town of Hallstatt, in Austria, residents block the main access tunnel, asking people not to come. Why have normally hospitable Europeans turned on visitors like this?

There is no official threshold that defines when a certain place reaches the point of "overtourism". It's the feeling that a destination can no longer cope with the number of arrivals. Nowhere is this clearer than in European countries, whose historical city centres were not designed for mass tourism. The United Nations World Tourism Organization reports that, of the 1.4 billion people who travelled internationally in 2024, more than half (747 million) visited Europe. Hallstatt, with a population smaller than 800, had reportedly been getting up to 10,000 visitors a day. A record 21.8 million international travellers arrived in Spain in the summer of 2024 — 7.3 per cent more than the year before.

Death of Venice

Italy's famous canal city on the Adriatic has more beds for tourists than it has local residents, but most of the six million people who visit it each year are day trippers. Staying for a day produces relatively little economic value for the city, but still causes overcrowding as well as costs for services such as policing and rubbish collection.

As short-term rentals for travellers have become much more lucrative than long-term rentals for residents, Venetians are finding that housing in their city is increasingly unaffordable, and businesses that are useful to locals, from dry cleaners to furniture shops, tend to be replaced by bars and restaurants for tourists. Venice's population has fallen below 50,000. Per year, 120 visitors arrive for every resident of the city.

Tourists and protestors in Barcelona

"It's a city that's been emptied and eaten by tourism"

squirt sb. ► jmdn. bespritzen

picturesque [ˌpɪktʃəˈresk] ► malerisch

hospitable [hɒˈspɪtəbəl] ► gastfreundlich

turn on sb. ► auf jmdn. losgehen, sich gegen jmdn. wenden

threshold [ˈθreʃhəʊld] ► Grenzwert, Schwellenwert

cope with sth. ► mit etw. zurechtkommen

billion ► Milliarde(n)

day tripper ► Tagesausflügler(in)

overcrowding ► Überfüllung

policing ► Kontrolle, Überwachung

rubbish collection (UK) ► Müllabfuhr

rental ► Vermietung

Venetian [vəˈniːʃən] ► [wg. Aussprache]

housing ► Wohnraum

dry cleaner ► chemische Reinigung

Fotos: Polaris/laif; picture-alliance/REUTERS

Tourists in Florence — Italy saw record numbers of arrivals in 2023 and 2024

There's no easy solution. Venice needs visitors — tourism makes up 85 per cent of the city's economy. However, a thriving tourism sector may not benefit a city overall if it pushes out other industries and activities. Ruggero Tallon, a schoolteacher and Venetian local, told the Australian broadcaster SBS: "The more money this tourism brings, the more dependent we are. … It's a city that's been emptied and eaten by tourism."

The authorities in Venice have introduced an entry fee for day trippers. On the busiest days between April and July, access to the city costs up to €10. The idea is to encourage visitors to come at off-peak times and give the city a bigger share of the economic benefits of tourism, but it has critics among the local inhabitants. Some say the fee is just too small to make a difference, while others worry it turns their home into a theme park.

Too much love

Overtourism is the result of a combination of things. Recently, it's been driven by pent-up demand for travel after the pandemic. The term "revenge tourism" was coined to describe the desire to make up for lost time. Other factors include the growth of cheap flights — Europe's largest airline by passenger numbers is RyanAir. And social media may contribute to the high concentration of tourists in particular places, by creating hype over "must-see" destinations, for example.

"This is something that has been developing for years, and you can't change the infrastructure in terms of more transportation, more water resources, more waste management, in the course of a year," Audrey Scott, a Berlin-based sustainable-tourism consultant, told CNN.

The tourism industry is not deaf to the concerns of locals. They have to walk a fine line, broadening their focus from "destination marketing" to "destination management". Scott sums up the challenge: "How can our destination support these visitors … in a way that's not depleting our resources and it's actually benefiting the place, the local community, not only economically, but also in terms of supporting local culture?"

Among anti-tourism campaigners, a special hatred is often reserved for cruise ships. Many coastal cities, including Venice and Barcelona, have made them dock further away, in the hope that this will make the flow of arrivals more manageable.

thriving
• florierend, erfolgreich

overall • insgesamt

broadcaster
• Radio-/Fernsehsender

authorities [ɔː'θɒrətiz]
• Behörde(n)

entry fee
• Eintrittsgebühr

off-peak times
• *hier:* Zeiten außerhalb der Hauptsaison

inhabitant
• Einwohner(in), Bewohner(in)

theme park ['θiːm pɑːk]
• Freizeitpark

driven: be ~ by sth.
• von etw. angetrieben werden

pent-up demand
• Nachholbedarf

revenge tourism [rɪ'vendʒ]
• Rachetourismus

coin sth.
• etw. prägen

make up for sth.
• etw. nachholen

waste management
• Abfallentsorgung

in the course of
• im Lauf von

sustainable
• nachhaltig

deaf: be ~ to sth. [def]
• für etw. taub sein

walk a fine line
• sich auf einem schmalen Grat bewegen

sum sth. up
• etw. zusammenfassen

deplete sth.
• etw. aufbrauchen, erschöpfen

hatred ['heɪtrɪd]
• Hass, Abscheu

cruise ship ['kruːz ʃɪp]
• Kreuzfahrtschiff

dock
• anlegen

Fotos: Franz Marc Frei

There are lots of other ideas about how to deal with problems associated with overtourism. South Korean authorities have blocked evening access to Seoul's historic Bukchon Hanok Village. In Indonesia, Bali's provincial government requires a list of do's and don'ts to be attached to tourists' passports. The rules include no swearing, no touching sacred trees and no climbing on structures. And the Japanese town of Fujikawaguchiko has put up a barrier to block an Instagram-worthy view of Mount Fuji. It's not just about restrictions, however. Copenhagen has started rewarding tourists for "green" behaviour, such as cycling instead of driving, offering free ice cream, cheap museum tickets and other perks.

Unhappy travels?

No one can realistically turn back the tide of tourism. The issue is highly complex, involving many (often conflicting) interests. Restrictions on tourism have met with resistance from those who earn money from tourists. Copenhagen's local authorities had planned to introduce a tourist tax, but the federal government, which wants to increase revenue from tourism, rejected it. And local and international businesses protested when Dubrovnik placed limits on cruise ship arrivals, souvenir stands and cafe tables.

Will the problem continue to get worse? Or is there a chance of improvement? Tourist numbers now exceed pre-pandemic levels. So, while people will still flock to certain places at peak times, the surge of visitors, which has alarmed many locals, will probably level off.

Also, travelling in general is getting harder. Rules designed to discourage overcrowding, which seem to have appeared everywhere from Amsterdam to Zagreb, will have an effect. Flight path disruptions caused by conflict zones, such as Russia/Ukraine, are adding to the cost of air travel. And increasing security and bureaucracy is making lots of borders less easy to cross. From April 2025, EU nationals (except Irish citizens) need a electronic permit to enter the UK, for example. Over the past few years, security checks in various places have made Europe's border-free Schengen area noticeably less free.

Of course, tourists themselves dislike overtourism. No one can enjoy hiking in Italy's Cinque Terre, for example, if it feels more like standing in a queue at the supermarket. This presents a big opportunity for many wonderful, lesser-known destinations around the world. Japan, for example, is encouraging visitors to skip Kyoto and visit Niigata or Fukuoka instead.

Along with a "No List" of places to avoid because of overtourism, the US travel company Fodor's also offers a "Go List" of alternative destinations. These include Finland's capital, Helsinki, Poland's Masurian Lake District and Meteora, a series of beautiful mountain-top monasteries in Greece. Even in the high season of a European summer, there are plenty of places to go off the beaten track — if people are prepared to look for them.

Visitors gather to watch the sunset in Santorini, Greece

swearing ▸ Fluchen

sacred ['seɪkrɪd] ▸ heilig

structure ▸ *hier:* Bauwerk

restriction [rɪ'strɪkʃᵊn] ▸ Einschränkung

cycle ['saɪkᵊl] ▸ Fahrrad fahren

perk (*ifml.*) ▸ Vorteil

tide: turn back the ~ ▸ den Strom umkehren

issue ['ɪʃuː] ▸ Problem, Thema

exceed sth. ▸ etw. übersteigen

flock to sth. ▸ zu etw. hinströmen

at peak times ▸ zu Spitzenzeiten

surge ▸ Welle, Anstieg

level off ▸ abflachen

disruption ▸ Störung, Unterbrechung

bureaucracy [bjuᵊ'rɒkrəsi] ▸ [wg. Aussprache]

national ▸ *hier:* Staatsangehörige(r)

permit ▸ Genehmigung

hiking ▸ Wandern

queue [kjuː] (UK) ▸ Warteschlange

skip sth. ▸ etw. auslassen

monastery ['mɒnəstəri] ▸ Kloster

off the beaten track ▸ abseits vom Touristenrummel

So many satellites

Tausende Satelliten sind bereits im Weltall und es werden noch mehr. Dadurch wächst nicht nur ihre wirtschaftliche Bedeutung.

Von JAMES ROBERTS

MEDIUM

Imagine living next to an increasingly busy highway on which objects hurtle past at more than 27,000 kilometres per hour. Actually, you already live next to that highway — we all do.

Low-earth orbit (LEO) — loosely defined as the part of space within 2,000 kilometres of earth — is becoming crowded. Today, there are more than 7,500 satellites whizzing around in LEO, and this number is expected to grow rapidly in the near future. China and Jeff Bezos's Blue Origin, for example, are both building competing versions of SpaceX's Starlink system, which will add thousands of new satellites to the sky.

In addition to LEO satellites, there are about 530 geostationary (GEO) satellites, at a distance of 36,000 kilometres. And everything between LEO and GEO is MEO — or "medium-earth orbit". Here, there are nearly 200 further satellites.

Our daily lives are influenced by space technology in numerous ways. Many activities and services that we take for granted depend on satellites — such as checking the weather forecast, watching TV and using navigation apps.

Businesses and governments spend billions on satellites every year, and demand for them is rising. More satellites have been launched in the past five years than in the 60 years before that, largely because SpaceX and other innovators have greatly lowered the cost. Currently, more than 90 nations have at least one satellite in space. The space economy, which has tripled in size since 2005, is expected to be worth $1.8 trillion by 2035.

Star wars?

While satellites have made great things possible, the world's dependence on them is also a weakness. Many defence experts believe the next conflict between the major powers will happen in space — in part because of the lack of formal treaties and norms of behaviour. Both commercial and military satellites would be targets in any potential conflict. Russia, China and the US have developed space-based weapons and systems that can destroy or disable satellites from earth.

No weapon, however, would be as destructive as a nuclear explosion in space. This would indiscriminately wipe out large numbers of satellites, causing massive economic disruption on earth. A wide range of industries, including travel, shipping, finance, farming, and oil and gas, would be thrown into chaos without satellite communications.

We should all hope that a conflict in space never happens, but disaster could strike by accident. Today, the US military monitors about 47,000 pieces of space junk — caused by dead satellites, past accidents as well as weapons tests. And there's a lot more debris that cannot be seen from earth. Travelling at super-high speed, even a tiny object can be lethal. As the growing congestion makes satellite collisions more likely, we could possibly see what's known as the "Kessler Syndrome" — a nightmare scenario in which an explosion or collision sets off a chain reaction of more debris and more collisions. Experts disagree about the level of risk, but such an event has the potential to make operating satellites impossible for decades to come.

With no atmosphere, there's also no sound. Space is very quiet. Despite rising tensions and deadly flying garbage, let's hope it stays peaceful up there, too.

More satellites have been launched in the past five years than in the 60 years before that

highway ► Autobahn, Schnellstraße

hurtle ['hɜːtəl] ► rasen

low-earth orbit ► erdnahe Umlaufbahn

space ► *hier:* Weltall

crowded ► überfüllt

whizz around *(ifml.)* ► herumschwirren

competing [kəm'piːtɪŋ] ► miteinander konkurrierend

numerous ['njuːmərəs] ► zahlreich

take sth. for granted ► etw. für selbstverständlich halten

weather forecast ► Wettervorhersage

billion ► Milliarde(n)

launch sth. [lɔːntʃ] ► *hier:* etw. starten

triple ['trɪpəl] ► (sich) verdreifachen

trillion ► Billion(en)

major power ► Großmacht

treaty ► Abkommen, Vertrag zwischen Regierungen

target ► *hier:* Angriffsziel

disable sth. ► etw. deaktivieren, abschalten

indiscriminately [ˌɪndɪ'skrɪmɪnətli] ► wahllos, willkürlich

wipe sth. out ► etw. ausradieren, vernichten

disruption ► *hier:* Zusammenbruch

shipping ► Versand

throw sth. into chaos ['keɪɒs] ► etw. ins Chaos stürzen

strike ► zuschlagen

monitor sth. ► etw. überwachen

space junk ► Weltraummüll

debris ['debriː] ► Trümmer, Schutt

tiny ► winzig

lethal ['liːθəl] ► tödlich

congestion [kən'dʒestʃən] ► Überfüllung

nightmare scenario [sə'nɑːriəʊ] ► Albtraumszenario

set sth. off ► etw. auslösen

tension ► Spannung

garbage ['gɑːbɪdʒ] ► Müll, Abfall

Foto: Shutterstock.com

How humane is human resources?

Statt um die Überwachung von Vorschriften würden sich viele Personalerinnen und Personaler lieber um die Entwicklung der Mitarbeitenden kümmern. Doch auch die HR-Abteilungen stehen unter Druck. Mit einigen einfachen Tipps kann man ihnen die Arbeit leichter machen.

Von MELITA CAMERON-WOOD

ADVANCED

This situation may sound familiar: You already have a long to-do list when an email from human resources (HR) arrives reminding you to complete the latest data security course by the end of the week. Whether they're about returning to the office or filling out some kind of form, HR communications rarely generate excitement or joy. Nobody knows this better than those who work in HR.

"Working as an HR professional isn't something I dislike, but I would prefer we adopted different methods," Kristin Herman, HR manager at the service provider ukwritings.com, told *Business Spotlight*. "People see us as enforcers instead of advocates, which needs to change. Our focus should shift from compliance tasks to building an environment where employees can fully excel beyond basic expectations."

According to a 2024 report by Sage, 73 per cent of HR leaders thought that the balance tends to tip in favour of processes rather than people. However, this may go against the instincts of HR professionals, many of whom chose the career because the job is supposed to focus on people. Hebba Youssef, the chief people officer at Workweek, told *The New York Times*: "People in HR tend to be very compassionate, very empathetic, but a lot of employees look at us as inherently evil."

Operations, regulations and administration take up an increasing amount of HR's time, at the expense of more fulfilling tasks, such as talent development or mentorships. An employee who feels more like a resource than a person is less likely to stay at a company, leading to an increase in turnover and additional stress for HR.

The new way we work

All of this has come at a time of great change in many workplaces. The pandemic led to an explosion of remote working, with a range of new challenges — from providing suitable tools and equipment to productivity tracking and mental-health support.

Such big changes have made the growing competition for talent even harder. It's no surprise that Sage's report also found that 95 per cent of HR leaders felt they have too much work.

adopt sth. ▸ etw. einführen, anwenden

enforcer [ɪn'fɔːsə] ▸ Vollstrecker(in)

advocate ['ædvəkət] ▸ Fürsprecher(in)

shift ▸ sich verschieben, verlagern

compliance ▸ Regelkonformität; *hier:* Überwachung, ob Vorschriften eingehalten werden

task ▸ Aufgabe, Tätigkeit

excel [ɪk'sel] ▸ brillieren, hervorragend sein

compassionate [kəm'pæʃᵊnət] ▸ mitfühlend

inherently [ɪn'herəntli] ▸ grundsätzlich, von Natur aus

fulfilling ▸ erfüllend, befriedigend

turnover ▸ Fluktuation (von Arbeitskräften)

remote working ▸ Fernarbeit, Telearbeit

suitable ▸ passend, geeignet

Foto: iStock.com

"People see us as enforcers instead of advocates"

Kristin Herman, HR manager at ukwritings.com

Over the past few years, social movements such as #MeToo and #BlackLivesMatter have changed workplaces. Now, however, with the return of Donald Trump, there is pressure on American companies to dismantle diversity, equity and inclusion (DEI) policies — and not just in the US.

Of course, DEI policies remain important, but the growing polarization in society also spills into the workplace. None of this makes the work of HR professionals any easier.

It always helps to show appreciation for the good work that people in all departments do in the workplace. There are also a few specific things that managers and HR itself can do that might help ease the pressure:

Management

- Encourage communication between HR and the rest of the company about how changes in the industry might affect people's jobs. This could enhance understanding of what HR can do and what is beyond their control.
- Listen to what HR has to say. Much of their work is highly regulated, but giving them a certain amount of autonomy and space to be creative will make the job more rewarding.
- Create space for regular check-ins between HR and co-workers. This way, a meeting with HR needn't automatically be bad news, but could focus on employee satisfaction, for example.
- Hold an anonymous brainstorming session in which HR and other employees can identify pain points and gather ideas about how to improve them together.
- Schedule employee well-being events and send HR an HR-style attendance memo.

HR

- Consider carefully which HR processes could be automated. Automation can save a lot of time, but it may also make communication feel impersonal. Allow enough time to test and configure HR tools for optimal use.
- Create an internal FAQ page to avoid the back and forth of identical emails.
- Maintain personalized employee development plans, which should be mutually beneficial.

THE FUTURE OF HR

- The implementation of AI to enhance productivity and streamline operations
- Strategic, future-focused talent acquisition based on potential to be trained for changing roles
- Rethinking HR communications to prioritize individuals and make them feel valued

implementation
➨ Einführung, Anwendung

enhance sth. [ɪn'hɑːns]
➨ etw. verbessern

streamline sth.
➨ *hier:* etw. optimieren, modernisieren

talent acquisition [ˌækwɪ'zɪʃᵊn]
➨ Talentakquise

dismantle sth.
➨ *hier:* etw. auflösen, abbauen

equity ['ekwəti]
➨ *hier:* Gleichstellung

policy
➨ *hier:* Richtlinie

spill into sth.
➨ *hier:* sich auf etw. erstrecken, in etw. hineinreichen

view sb. as
➨ jmdn. betrachten als

appreciation [əˌpriːʃi'eɪʃᵊn]
➨ Wertschätzung, Dankbarkeit

affect sth.
➨ Auswirkung(en) auf etw. haben

enhance sth. [ɪn'hɑːns]
➨ etw. verbessern

session ➨ Sitzung

schedule sth. ['ʃedjuːl]
➨ etw. planen

well-being
➨ Wohlbefinden

attendance
➨ Anwesenheit

impersonal
➨ unpersönlich

internal
➨ *hier:* innerbetrieblich

back and forth: the ~
➨ *hier:* das Hin- und Herschicken

mutually ['mjuːtʃuəli]
➨ für beide Seiten

beneficial [ˌbenɪ'fɪʃᵊl]
➨ vorteilhaft

Foto: privat

Screentime stats

Die Bildschirmzeit nimmt weltweit zu – mit negativen Folgen für Psyche und Gesundheit. Welche Länder sind besonders stark betroffen?

MEDIUM

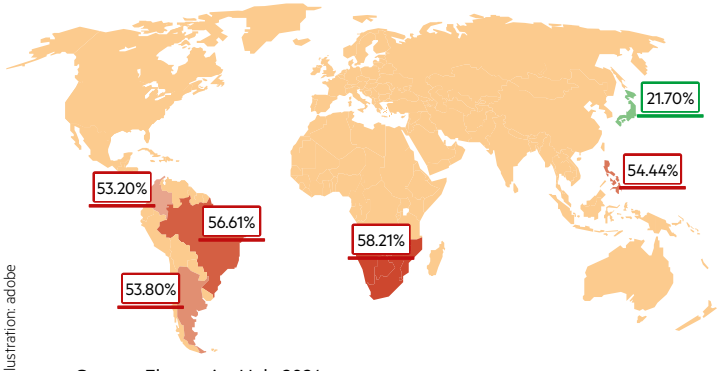
How much time do you spend looking at a screen — on your phone, laptop, maybe a video game? According to Electronics Hub, the global screentime average is now six hours and 37 minutes a day.

There's a lot of variation between countries. In South Africa, the most screen-addicted nation, adults spend more than half of their waking lives using a screen. It's similar in Brazil and the Philippines. In the US, 42.58 per cent of waking hours are spent scrolling, while in Germany, it's 31.57 per cent.

While Japan is famous for technology, average screentime there is less than a quarter of waking hours — partly because of rules about screen use. Kagawa Prefecture, on the island of Shikoku, for example, has limits on how long children may play video games: 60 minutes on school days; 90 minutes at weekends.

DAILY AVERAGE SCREENTIME, PERCENTAGE OF WAKING HOURS

Least screentime (of countries analysed):
Japan: 21.70%



Source: Electronics Hub, 2024

Illustration: adobe

Device differences

- A look at specific devices shows that Filipinos spend, on average, almost one-third of their time on their phones (32.53%), followed by Brazil (32.46%) and South Africa (31.52%).
- Saudia Arabia tops the list for playing video games, with 11.47 per cent (two hours) a day. According to Bloomberg, Saudi Arabia is investing $38 billion to become a video-game hub, as part of a plan to diversify from oil.
- With social media, South Africans are back on top, spending three hours and 45 minutes a day on various platforms, while Japan is, again, at the bottom — just 51 minutes a day.
- According to a 2024 ARD/ZDF study, about a third of Germans use social media daily. The most popular platform is Instagram (surpassing Facebook in 2024). This figure is highest among teenagers, peaking at age 13, according to at least one global study.

Screentime and health

The use of screens influences physical and mental health, contributing to depression and anxiety as well as poor eyesight and bad posture. About three-quarters of GPs and opticians report noticing more eye-health problems today than a decade ago.

- Adolescents with over nine hours of screentime a day sleep an average of 30 minutes less each night
- 77 per cent of British adults say their eyes feel strained after a day spent working on screens
- High screen use is associated with a 28 per cent rise in the risk of depression
- Risk of obesity increases by 15 per cent in children with three or more hours of daily screen time

addicted ► süchtig, abhängig

waking life ► Leben im Wachzustand

waking hours ► Stunden des Wachseins

prefecture ['pri:fektʃə] ► Verwaltungsbezirk

device [di'vaɪs] ► Gerät

billion ► Milliarde(n)

hub ► *hier:* Zentrum, Knotenpunkt

diversify from sth. [daɪ'vɜ:sɪfaɪ] ► sich von etw. auf andere Bereiche umstellen

surpass sth. [sə'pɑ:s] ► etw. übertreffen

figure ['fɪgə] ► *hier:* Wert

peak at sth. ► mit etw. den Höchstwert erreichen

anxiety [æŋ'zaɪəti] ► Angst(-störung), innere Unruhe

poor eyesight ► Sehschwäche

posture ['pɒstʃə] ► *hier:* Körperhaltung

GP (general practitioner) ► Hausarzt/-ärztin

optician [ɒp'tɪʃᵊn] ► Optiker(in)

adolescent [ˌædə'lesᵊnt] ► Jugendliche(r)

strained ► überanstrengt, müde

obesity [əʊ'bi:səti] ► Adipositas, Fettleibigkeit

How to evaluate your meetings

Evaluationen können inbesondere Meetings eines internationalen Teams effektiver machen. Folgende Wege gibt es, um Feedback von den Teilnehmenden zu erhalten.

Von KEN TAYLOR

MEDIUM AUDIO ÜBUNGSHEFT

Building feedback into your meetings will produce better decisions

It's important to build in a feedback session at the end of an international meeting. In fact, if these meetings happen regularly with the same participants, it's essential. Through the feedback, you can influence the way your meetings are run to make them even more effective. This is important when dealing with different cultures and languages. Here are some simple feedback tools suitable for international groups.

Observe the meeting process

During the meeting, watch the dynamics of the interaction. How involved are the participants? How are the roles and responsibilities distributed and respected? How are disagreements handled? How are the decisions recorded? Observing the process will help you give constructive feedback at the end of the meeting.

Three words

The three-word process at the end of a meeting provides quick feedback. Have each participant say three words that describe their experience. This is simple, not demanding linguistically, and you usually get a clear idea of how effective the meeting was and what can be improved next time.

One breath

Here's another simple method that gives everyone the chance to suggest ideas and share their opinions. Each person has the length of one breath in which to give their feedback. It's a great way of encouraging people to say only what's important. You can use this to evaluate individual items on the agenda or the whole meeting.

BACK

The "BACK" structure provides feedback in four areas:
Bin — What should we stop doing?
Add — What should we start doing?
Change — What could we do better?
Keep — What should we continue to do?

You can use this method in one of two ways. If you feel that you'll only get

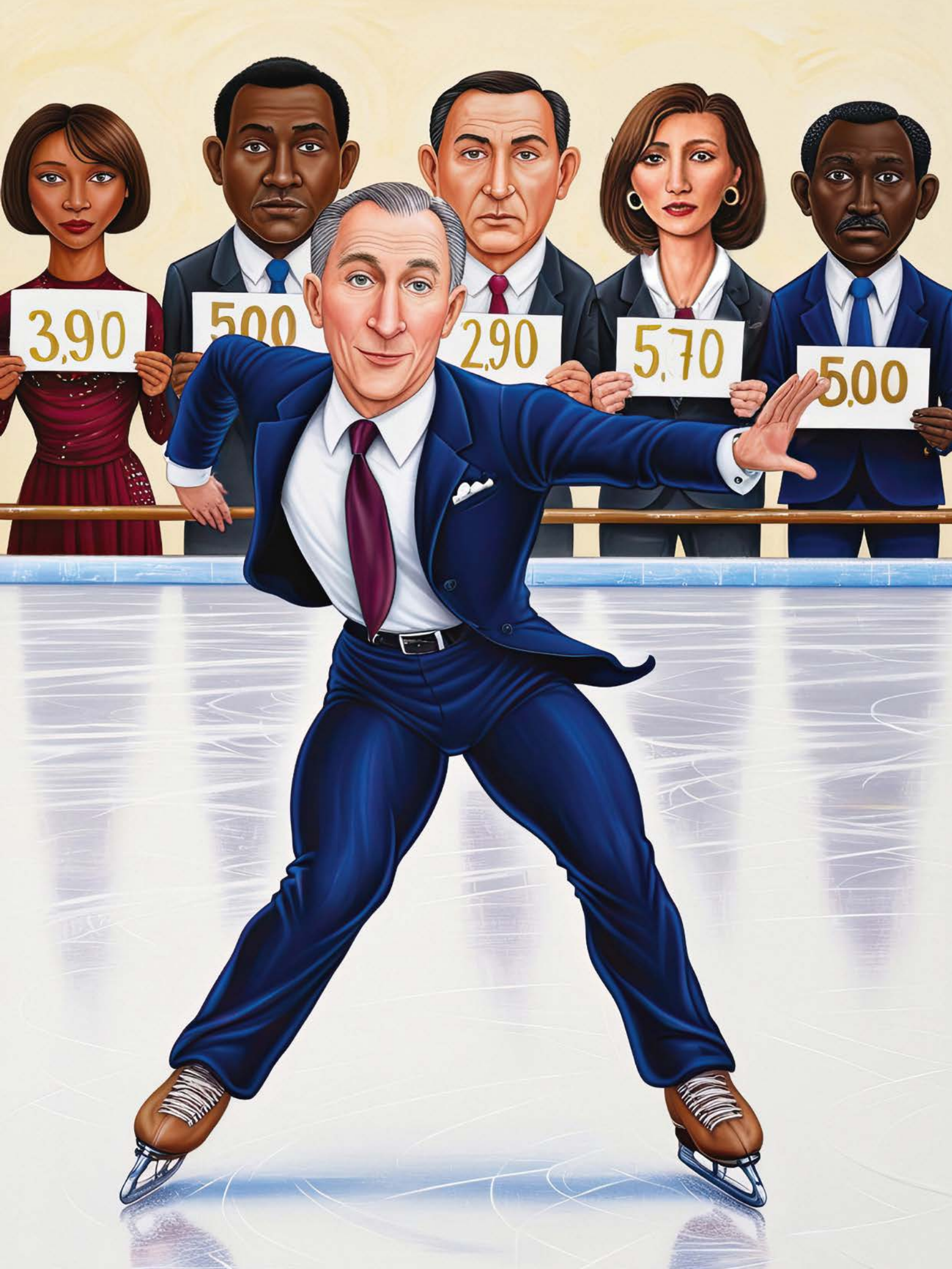
run sth.
➧ etw. führen, leiten

demanding
➧ anspruchsvoll

item ['aɪtəm]
➧ *hier*: Punkt, Thema

bin sth. (UK *ifml.*)
➧ etw. in den Abfall schmeißen; *hier*: etw. abschaffen

Illustration: Georg Lechner unterstützt von KI


3,90
5,00
2,90
5,70
5,00

honest feedback anonymously, allow people to answer the questions in writing and without signing their names. For a more interactive approach, have everyone give their feedback as a whole group, discussing each question in turn.

Immediate feedback

The most thorough way of getting feedback is if everyone evaluates the meeting with a feedback sheet, which is filled in immediately after the meeting. For regular meetings, the results can be discussed the next time you meet.

Here's an example of a simple feedback sheet. Have the participants evaluate each statement with a score between one and five — one means they strongly agree and five means they strongly disagree with the statement.

Feedback sheet

1. The goals of each discussion item were clearly defined.
1☐ 2☐ 3☐ 4☐ 5☐

2. Everyone was involved in the meeting.
1☐ 2☐ 3☐ 4☐ 5☐

3. Disagreements and conflicts were managed properly.
1☐ 2☐ 3☐ 4☐ 5☐

4. Regular and clear summaries were made.
1☐ 2☐ 3☐ 4☐ 5☐

5. The time was managed efficiently.
1☐ 2☐ 3☐ 4☐ 5☐

6. Satisfactory conclusions were reached.
1☐ 2☐ 3☐ 4☐ 5☐

7. The participants were well disciplined.
1☐ 2☐ 3☐ 4☐ 5☐

8. The technology worked properly.
1☐ 2☐ 3☐ 4☐ 5☐

Meetings are an important leadership tool, but we all know that ineffective meetings are annoying and costly. Building feedback into your meetings will produce better decisions, and leave everyone feeling energized and motivated to carry on the work independently.

sign one's name [saɪn] ➨ unterschreiben

approach [ə'prəʊtʃ] ➨ Herangehensweise

in turn ➨ der Reihe nach

thorough ['θʌrə] ➨ gründlich

score ➨ Punktzahl

summary ➨ Zusammenfassung

conclusion ➨ Ergebnis

annoying ➨ lästig, ärgerlich

costly ['kɒstli] ➨ kostspielig

carry sth. on ➨ mit etw. weitermachen

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ESSENTIAL PHRASES

Observe the meeting process

- How does the meeting facilitator involve the participants?
- Are the roles of the key actors clearly defined?
- How is any conflict handled?

Three words

- Use three words to describe how you feel the meeting went.
- We'll go round the table in turn to hear your feedback.
- The three words should describe your experience in the meeting.

One breath

- Take one deep breath and give your feedback on the meeting.
- Try to be honest and succinct.
- Let's have a quick feedback round after every item on the agenda.

BACK

- I'll summarize your comments on the flip chart.
- This feedback session is anonymous, so you don't need to sign the sheets.
- Try to be constructive in your comments.

Feedback sheet

- We'll collate the results and send them to you before the next meeting.
- Let's take up what we have learned as an item on the next agenda.
- We want to make our meetings more effective and productive.

facilitator ➨ Moderator(in)

key actor ➨ Schlüsselakteur(in)

in turn ➨ der Reihe nach

succinct [sək'sɪŋkt] ➨ kurz gefasst

item ['aɪtəm] ➨ *hier:* Punkt, Thema

summarize sth. ➨ etw. zusammenfassen

sign sth. [saɪn] ➨ etw. unterschreiben

collate sth. ➨ etw. zusammentragen

take sth. up ➨ etw. aufgreifen

What people say versus what they mean

Im Englischen können einige Aussagen im Jobumfeld für Nicht-Muttersprachler irreführend klingen – hier ein Guide, was manche Sätze tatsächlich bedeuten.

Von RACHEL PREECE

MEDIUM

Illustration: iStock.com

Many English speakers like to choose their words carefully, particularly in the workplace or other business settings. To avoid awkward situations, they may not speak openly about something unpleasant. The statements they make aren't necessarily lies — just a way of softening a cold, hard truth. Here's our short guide to what people sometimes say versus what they really mean.

They say: "I'll keep it in mind."
They mean: "Your suggestion is ridiculous."
People often say this to be polite, even when they have no intention of taking your advice.

They say: "Could you do this when you get a minute?"
They mean: "Please, do this today!"
This phrase doesn't mean you can take as much time as you like. It refers to something the speaker considers important, so you should find time to get started on it straight away.

They say: "I might join you later."
They mean: "I will not join you later."
Imagine you're going for an after-work drink with a few colleagues. If someone says "I might join you later", you can be relatively sure that person simply wanted to avoid saying no.

They say: "We're in a bit of a pickle."
They mean: "This is a complete disaster!"
British people in particular have a fondness for understatement. Even when things go terribly wrong, they may appear to downplay the seriousness of the situation. Internally, they feel as bad as everyone else but may not wish to show their feelings.

They say: "That's one possibility."
They mean: "Surely, there must be a better idea."
It almost sounds like praise, but it probably isn't.

They say: "I think we should consider a range of options."
They mean: "I don't like that suggestion."
This is really a way of dismissing someone's idea while avoiding a potential confrontation.

They say: "That's very brave."
They mean: "This is reckless!"
This is a polite way of saying that what you're doing is crazy.

They say: "This may interest you."
They mean: "Read this and don't forget it!"
Especially if it comes from your boss, you can be sure it is not optional reading.

setting
➨ *hier:* Situation, Umfeld

awkward ['ɔːkwəd]
➨ unangenehm, peinlich

keep sth. in mind
➨ an etw. denken, etw. berücksichtigen

ridiculous [rɪ'dɪkjʊləs]
➨ lächerlich

straight away (UK)
➨ sofort, gleich

pickle: be in a ~
➨ in der Klemme sitzen

fondness ➨ Vorliebe

understatement
➨ Untertreibung

downplay sth.
➨ etw. herunterspielen, verharmlosen

internally
➨ innerlich

dismiss sth.
➨ *hier:* etw. ablehnen, nicht ernst nehmen

reckless
➨ unverantwortlich, leichtsinnig

crazy
➨ verrückt

Clear the air

How to address tension in your team

Für ein gutes Arbeitsklima ist es wichtig, Probleme im Team lösen zu können, bevor sie zu Konflikten werden. Dafür ist eine konkrete Gruppenübung hilfreich.

Von FRANK PETERS

MEDIUM AUDIO ÜBUNGSHEFT

Team-building activities are popular, as facing challenges together improves teamwork and strengthens mutual support. However, how does the team react when conflict arises? Do you learn how to deal with conflict when you're involved in one? I'm not so sure. Part of my role as coach is helping teams feel confident and skilled in dealing with conflicts before they escalate.

Tension can lead to conflict if ignored. Addressing this early prevents time-consuming problems and builds competence. By practising how to raise uncomfortable issues, teams become better at handling disagreements constructively. My recommendation is to regularly work through tensions together. Here's an idea of how to do that.

> "By practising how to raise uncomfortable issues, teams become better at handling disagreements"

The Clear-the-Air (CTA) method

Inspired by non-violent communication, this method involves appreciative communication in which your own needs and feelings have a place and the relationship remains intact, even during hard conversations. CTA creates a safe space for teams to express frustrations, release tension and deepen relationships.

1. Checking in

Begin with a quick check-in round and ask everyone: What are the problems? What do people regret? This sets a tone of openness and helps people get used to sharing their thoughts and feelings.

2. Make a list of issues

Each team member writes down the tensions they feel. For each tension, note: who raised the issue; the intensity (on a scale of 1 to 10); how many people are affected (names not required). List the issues in descending order of intensity.

FRANK PETERS lives in Cologne and works as a coach with teams and leaders, to make them a successful and happy team (again)

mutual ['mju:tʃuəl]
➨ gegenseitig

feel confident
➨ sich sicher fühlen

tension
➨ Spannung

address sth. [ə'dres]
➨ etw. ansprechen, thematisieren

issue: raise an ~ ['ɪʃu:]
➨ eine Frage aufwerfen

appreciative [ə'pri:ʃiətɪv]
➨ wertschätzend

relationship
➨ Beziehung

release sth.
➨ etw. freisetzen, ablassen; *hier:* abbauen

get used to sth.
➨ sich an etw. gewöhnen

affect sb.
➨ jmdn. betreffen

in descending order
➨ in absteigender Reihenfolge

Illustration: iStock.com; Foto: Uwe Klössing

3. Work through the issues

Starting with the highest-intensity issue, the person who raised it explains it, while everyone else demonstrates a critical skill — active listening — by listening and then paraphrasing what they've heard:

- Repeat what you understood in your own words.
- Allow the other person to explain or correct.

Once mutual understanding is confirmed, the second person shares their perspective. The process is repeated: listen, paraphrase, respond.

A facilitator makes sure the process is followed. No one should jump straight to their point of view without first paraphrasing — otherwise, that's just an argument. Encourage everyone to recognize and reflect on any needs or emotions shared. This step continues until both parties feel heard and understood.

Resolving the issue isn't always necessary during this process. Often, the real breakthrough comes simply from expressing feelings and reaching an understanding. However, you can agree on follow-up actions if needed.

4. Appreciation

Once all the issues have been addressed, have a round of appreciation to reframe the experience positively. Ask:

- What has someone in the team done that I am grateful for?
- What do I like most about working together?

Let everyone share, but keep it short. It's about reinforcing the value of open dialogue.

5. Checking out

Finish with a quick check-out round. Everyone should take turns answering a final question: What needs to be said to leave this meeting on a good note? ("Nothing" is a valid answer.)

Why it works

This method prevents tension from snowballing into conflict. It also fosters trust. Team members learn to listen, understand and respect each other. With practice, the fear of conflict diminishes.

It's important to plan enough time to work through issues, and the facilitator must have experience with non-violent communication or similar conflict frameworks. Discussions can get heated, and a skilled facilitator is needed to keep things on track.

The more you use the CTA method, the more natural it becomes. Building a culture in which potential conflicts are addressed openly and constructively grows trust, and strengthens relationships and teamwork. This has real benefits. After all, different points of view and open debate are the seeds of innovation and progress.

ESSENTIAL PHRASES

Collocations related to conflict management:

- It's crucial to **address tension** early to prevent misunderstandings.
- The managers helped **resolve the conflict** between the two teams.
- The facilitator **defused the situation** by mediating a calm discussion.
- Listening actively can **foster understanding** between team members.
- Clear communication is key to **preventing escalation** of minor issues.
- Regular team check-ins help **build trust** and openness.

crucial ['kruːʃəl] ➔ essentiell, äußerst wichtig

address sth. [ə'dres] ➔ etw. ansprechen, thematisieren

tension ➔ Spannung

resolve sth. ➔ etw. klären, lösen

facilitator ➔ Moderator(in)

defuse sth. [ˌdiː'fjuːz] ➔ etw. entschärfen

mediate sth. ➔ etw. vermitteln, herbeiführen

foster sth. ➔ etw. fördern

issue ['ɪʃuː] ➔ Problem, Frage

paraphrase sth. ➔ etw. umschreiben

facilitator ➔ Moderator(in)

point of view ➔ Blickwinkel, Standpunkt

party ➔ *hier:* Partei

resolve sth. ➔ etw. klären, lösen

follow-up action ➔ Folgemaßnahme

appreciation [əˌpriːʃi'eɪʃən] ➔ Wertschätzung, Anerkennung

reframe sth. positively ➔ *hier:* etw. positiv belegen

reinforce sth. [ˌriːɪn'fɔːs] ➔ etw. stärken, hervorheben

take turns doing sth. ➔ etw. abwechselnd tun

on a good note ➔ *hier:* in gutem Einvernehmen

snowball into sth. ➔ lawinenartig zu etw. anwachsen

foster sth. ➔ etw. fördern

diminish ➔ nachlassen

conflict framework ➔ *hier:* Methode zum Konfliktmanagement

grow sth. ➔ *hier:* etw. aufbauen, kultivieren

seed ➔ Saat, Keim; *hier:* Ausgangspunkt

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The town crier

Martin Wood ist einer von über 100 Stadtausrufern im Vereinigten Königreich. Mit RACHEL PREECE hat er über seinen geschichtsträchtigen Beruf gesprochen.

MEDIUM AUDIO ÜBUNGSHEFT

The history of town crying in Britain began in 1066, when William the Conqueror took over and brought his own town crier with him. The Normans would choose a servant from the lord of the manor's house to do the job in each town. The first one we had in Shrewsbury appeared in 1295.

Town criers did a range of jobs. They would act as the mayor's bodyguard, escort the high-court judge, act as fire watcher — and, in medieval days, he assisted the executioner. As most people couldn't read or write, it was the town crier's job to tell everybody the news and inform them of any changes to the law.

You've got to be mad to put on regalia like we wear, and go around shouting. You need great knowledge of local history and be able to conduct yourself — if you're with royalty. It's not just "stand there, ring the bell and shout".

I've been a historical guide in Shrewsbury for about 45 years, and that knowledge is really important for the job I now do, getting people interested in local history. Just over 40 years ago, I saw an advert in the local paper asking for a town crier. The idea, at the time, was to have one for an hour every Saturday during the main tourist season, welcoming people to the town. I thought: "That's an easy enough job." So, I applied, and fairly rapidly, I was sometimes working 18 hours a day!

No two days are ever the same. I can be opening a shop or talking to the WI (Women's Institute) or a guild. Or I can be welcoming members of the royal family to events.

I've also competed in town crier world championships, which include town criers from Australia, New Zealand, Canada, Belgium, Germany, France and the US. You have various proclamations to make. One is a hometown proclamation — basically, an advert for Shrewsbury — in a maximum of 130 words. Then, there's a second round, with a theme. In one competition, the theme cry was "the canals of Cheshire". I try to make them informative and humorous at the same time.

Of course, there aren't as many town criers as there used to be. In the 1800s, there were around 6,000 in Britain. When I started, in 1984, there were 65 of us. Today, there are between 100 and 150 criers in the UK. Visitors like to see a town crier welcoming them to Shrewsbury — so, it helps boost tourism, too.

"You've got to be mad to put on regalia like we wear"

MARTIN WOOD
has been the town crier of Shrewsbury, in the west of England, for over 40 years. There is a statue dedicated to him in the town

town crying
➨ öffentliches Ausrufen

town crier
➨ Stadtausrufer(in)

lord of the manor ['mænə]
➨ Gutsherr

mayor [meə]
➨ Bürgermeister(in)

high-court judge [dʒʌdʒ]
➨ Richter(in) am Obersten Gericht

medieval [ˌmedi'iːvəl]
➨ mittelalterlich

executioner
➨ Scharfrichter(in)

regalia [ri'geɪliə]
➨ Insignien, Aufmachung

conduct oneself
➨ sich (angemessen) benehmen

royalty ['rɔɪəlti]
➨ Mitglieder des Königshauses

advert (UK) ➨ Anzeige

local paper
➨ Lokalzeitung

apply
➨ *hier:* sich bewerben

fairly
➨ *hier:* recht, ziemlich

Women's Institute
➨ gemeinnützige Organisation für Frauen in Großbritannien, Neuseeland, Kanada und Südafrika

guild [gɪld]
➨ Gilde

compete in
➨ an (einem Wettbewerb) teilnehmen

proclamation
➨ Verkündigung, Ausruf

competition
➨ Wettbewerb

cry
➨ *hier:* Ruf, Schrei

Cheshire ['tʃeʃə]
➨ [wg. Aussprache]

boost sth.
➨ etw. fördern, ankurbeln

dedicate sth. to sb.
➨ jmdm. etw. widmen

Foto: Alamy Stock Photo

Illustration: Mike Ellis

Tax returns

Einkommensteuer, Gewerbesteuer, Umsatzsteuer: Alle wichtigen Vokabeln rund um das Thema Steuererklärung.
Von HILDEGARD RUDOLPH

MEDIUM AUDIO

1. **tax adviser's office** ➤ Steuerberatungsbüro, -kanzlei
2. **tax adviser, chartered accountant** (UK), **certified public accountant (CPA)** (US) ➤ Steuerberater(in)
3. **tax return, federal/state tax return** (US) ➤ Steuererklärung
   tax form ➤ Steuerformular
   schedule (US) ➤ Anlage(formular)
4. **tax identification number (TIN)** ➤ Steueridentifikationsnummer, Steuer-ID
   taxpayer's reference number ➤ Steuernummer
5. **fiscal year (FY), tax year** ➤ Steuerjahr
6. **tax band/bracket** ➤ Steuerklasse
7. **receipt** [ri'si:t] ➤ Beleg
8. **donation receipt** [ri'si:t] ➤ Spendenquittung
9. **invoice of deductible supplies** ➤ Rechnung über absetzbare Betriebsmittel
10. **extraordinary expense(s)** ➤ außergewöhnliche Belastung(en)
11. **taxpayer** ➤ Steuerzahler(in), Steuerpflichtige(r)
12. **business tax** ➤ Gewerbesteuer
13. **sales tax** ➤ Umsatzsteuer
    VAT (value added tax) (UK) ➤ Mehrwertsteuer
14. **income tax** ➤ Einkommensteuer
15. **tax authority, inland revenue, HMRC (His Majesty's Revenue & Customs)** (UK), **IRS (Internal Revenue Service)** (US) ➤ Finanzamt
16. **tax official** ➤ Steuerbeamter/-beamtin
17. **advance payment, estimated payment** (US) ➤ Steuervorauszahlung
18. **tax payment** ➤ Steuer(nach)zahlung
    back taxes, tax arrears [ə'rɪəz] ➤ Steuernachzahlung
19. **tax notice, tax statement** ➤ Steuerbescheid
20. **tax law** ➤ Steuerrecht

Kinds of taxes

A country's **tax revenue** (*Steueraufkommen*) is the basis of its public finances. The British government, for example, takes in £1 trillion (*Billion*) each year, 90 per cent of which comes from taxation. The **rate of taxation** (*Steuersatz*) determines how much people and businesses pay in tax.

There are many different kinds of taxes. In the UK, about a quarter of the government's revenue comes from **income tax**, for example. The amount people pay depends on how much of their income is above the **tax threshold** (*steuerlicher Grundfreibetrag*) and how much falls within a certain **income band** or **tax bracket** (*Einkommensgruppe, Steuerklasse*). **Personal allowances** (*Steuerfreibeträge*) – **tax credits** or **tax exemptions** in US English – reduce the tax that is payable.

The UK has a **value added tax (VAT)** rate of 20 per cent on most goods and services, and a rate of five per cent on home energy. No VAT is paid on most food items (*Lebensmittel*) and children's clothes.

Companies pay **corporate tax** (*Körperschaftsteuer*). In the UK and other countries, people who buy a house or a flat usually have to pay **stamp duty** (*Grunderwerbsteuer*). Profits made by selling property or investments can be subject to **capital gains tax** (*Kapitalertragsteuer*).

WHAT'S *LOCKEN* IN ENGLISH?

The German verb *locken* is **attract**, **lure** or **tempt** in English. It is not **lock**, which means *absperren* or *verschließen*:

- "They try to **attract** companies with a lower business tax." — *Sie versuchen, Firmen mit einer niedrigeren Gewerbesteuer zu locken.*
- "Don't forget to **lock** the filing cabinet when you leave the office." — *Vergiss nicht, den Aktenschrank abzuschließen, wenn du das Büro verlässt.*

DON'T MIX US UP!

The German noun *Steuer* is translated differently, depending on the context:

- **Tax** (*die Steuer*) refers to duties that have to be paid to the government: "Students do not have to pay taxes on their holiday jobs." — *Studierende müssen für ihren Ferienjob keine Steuern zahlen.*
- **Wheel** and **helm** (*das Steuer*) are what are used to steer a car and a ship, respectively: "She prefers sitting at the wheel of her car herself." — *Sie sitzt lieber selbst am Steuer ihres Wagens.*
- **Be firmly in control** is translated as *das Steuer fest in der Hand haben.*
- *Das Steuer herumreißen* is **turn the tide** figuratively, and **wrench the wheel round** literally.

Other useful vocabulary

Nouns

tax base ➤ Steuerbemessungsgrundlage

tax burden ➤ Steuerbelastung

tax dodger (*ifml.*) ➤ Steuerflüchtling, Steuerhinterzieher(in)

tax evasion ➤ Steuerhinterziehung

tax haven ['heɪvən] ➤ Steueroase

tax relief [ri'li:f], **tax cut(s)** ➤ steuerliche Entlastung

tax revenue(s) ['revənju:] ➤ Steuereinnahmen, -aufkommen, -mittel

Verbs

be exempt from sth. ➤ von etw. befreit sein

be subject to tax ➤ steuerpflichtig sein

file a tax return ➤ eine Steuererklärung einreichen

fill sth. in ➤ etw. ausfüllen

impose a tax (on sth.) ➤ eine Steuer (auf etw.) erheben

refund sth. ➤ etw. erstatten

tax sth. ➤ etw. besteuern

Adjectives

deductible ➤ absetzbar, abzugsfähig

fiscal ➤ steuerlich

taxable (income), liable to pay tax (people) ➤ steuerpflichtig

tax-free, tax-exempt ➤ steuerfrei

zero-rated ➤ zum Nullsatz besteuert

Company vehicles

Batterie, Elektroauto, Reparatur: nützliches Vokabular rund um das Thema Dienstwagen.

Von KAREN RICHARDSON

MEDIUM AUDIO ÜBUNGSHEFT

Knowledge check

1. Which word can mean the *Kofferraum* of a car?
A. pocket
B. boot
C. belt
D. shoe

2. The letters "SUV" stand for "sports ..... vehicle".
A. user
B. universal
C. utility

3. A device that can lift a car is called a .....
A. jack
B. bob
C. tom
D. john

You'll find the answers on page 47

Word bank

Here, we present the essential vocabulary you'll need to talk about company vehicles.

Types of company vehicles

box van (UK), **box truck** (US) ➔ Koffer-Lkw

commercial vehicle ['viːɪkəl] ➔ gewerbliches Fahrzeug, Nutzfahrzeug

delivery bike/van ➔ Lieferfahrrad, -wagen

electric vehicle (EV) ['viːɪkəl] ➔ Elektroauto

estate (car) (UK), **station wagon** (US) ➔ Kombi

flatbed truck ➔ Pritschenwagen

heavy goods vehicle (HGV) ['viːɪkəl] ➔ Schwerlastwagen

hybrid (vehicle) ➔ Hybridfahrzeug

lorry (UK), **truck** (US) ➔ Lkw

minibus ➔ Kleinbus

model ➔ Modell

panel van ➔ Lieferwagen

petrol (UK), **gas** (US) ➔ Benzin

pickup (truck) ➔ Pickup

saloon (car) (UK), **sedan** [sɪ'dæn] (US) ➔ Limousine

Customization

customize sth. ➔ etw. nach Kundenwunsch anpassen

modify sth. ➔ etw. umrüsten, abändern

moving billboard (US) ➔ *hier:* fahrender Werbeträger

number plate, registration plate (UK), **license plate** (US) ➔ Kennzeichenschild, Nummernschild

paint job ➔ Lackierung

shelving ➔ Regale

stickers ➔ Aufkleber

wrap sth. [ræp] ➔ etw. folieren

Vehicle parts

battery ➔ Batterie; Akku

bonnet ['bɒnɪt] (UK), **hood** (US) ➔ Motorhaube

boot (UK), **trunk** (US) ➔ Kofferraum

bumper ➔ Stoßstange

dash cam ➔ Dashcam

engine ➔ Motor

interior [ɪn'tɪərɪə] ➔ Innenraum

jack ➔ Wagenheber

manual (UK), **stick (shift)** (US) ➔ manuelle Gangschaltung

satnav (UK), **GPS** (US) ➔ Navi

tire ['taɪᵊr] (US), **tyre** ['taɪə] (UK) ➔ Reifen

windscreen (UK), **windshield** (US) ➔ Windschutzscheibe

wing (UK), **fender** (US) ➔ Kotflügel

Other

affordable ➔ erschwinglich

(annual) service ➔ (jährlicher) Kundendienst

breakdown recovery, roadside assistance ➔ Pannendienst

cargo space ➔ Laderaum

charging point ➔ Ladestation

dealership ➔ Händlerbetrieb

driving licence (UK), **driver's license** (US) ➔ Fahrerlaubnis

economical ➔ sparsam

fleet ➔ Fuhrpark

lease ➔ Leasing

maintenance ➔ Wartung, Wagenpflege

recharge (a battery) ➔ (einen Akku) wiederaufladen

repairs ➔ Reparaturen, Instandsetzung

In context

Tina, Josh and Diane are talking about getting their first company vehicle.

Tina: Now, for the most exciting point on today's agenda: our first **company vehicle**. Josh, you can tell us more, right?

Josh: Yes. We've decided to get a small **delivery van**. It'll be comfortable for deliveries and less challenging to park than larger **models**. So, I went to a **dealership** last week and even had a test drive in one I thought was interesting. Here's a picture of it.

Diane: Oh, well, there's enough **cargo space**, and it looks well-designed, but it's got a diesel **engine**. Our customers won't like that!

Josh: Ah, that's a bit confusing. It's actually a **hybrid**.

Tina: Shouldn't we get an **EV**?

Josh: That would be great, but there aren't many public **charging points** nearby, and we don't have our own yet.

Tina: Oh, that's disappointing. And plain white looks at bit uninteresting. We should get **stickers** or **wrap** the vehicle using our company logo, to advertise the business.

Josh: Yes, definitely! Whatever we get, it will be a **moving billboard** for us. I've already looked into it and was surprised to see how **affordable** a **customized paint job** is.

Diane: [*yawning*] Sorry. I promise I'm not bored, just tired. My youngest is teething, and I was up most of the night.

Tina: Oh, I'm sorry to hear that. You must be exhausted. Let's have a short break. After that, we should discuss whether to **lease** or buy…

challenging ➨ herausfordernd, mühsam

well-designed ➨ gut durchdacht, gut konzipiert

yawn [jɔːn] ➨ gähnen

bored ➨ gelangweilt

teethe [tiːð] ➨ zahnen, Zähne bekommen

exhausted [ɪg'zɔːstɪd] ➨ erschöpft, vollkommen fertig

Foto und Illustration: iStock.com

Grammar check

Exercise 1 E

The dialogue includes several adjectives that end in **-ing** and **-ed**. Complete each sentence using the adjective as it appears in the text.

1. A small delivery van is less ..... to park.
   A. challenging B. challenged
2. I had a test drive in one I thought was .....
   A. interesting B. interested
3. Oh, that's .....
   A. disappointing B. disappointed
4. I was ..... to see how affordable it is.
   A. surprising B. surprised
5. You must be .....
   A. exhausting B. exhausted

You'll find the answers on page 47

Many adjectives can be formed either by using a **verb + -ing** or a **verb + -ed**. Which form you need depends on how the adjective is used.

Adjectives that describe **things** are formed using a **verb +-ing**:
- an **exciting** new development
- a **rewarding** experience

Adjectives that describe **feelings** or **reactions** are formed using a **verb + -ed**:
- I felt **insulted** by his comments.
- We're **satisfied** with her performance.

Remember:
- **-ing** adjectives describe things or situations that make people feel a certain way.
- **-ed** adjectives describe people's feelings or reactions to those things or situations.

Something that's…	makes you feel…
boring	bored
inspiring	inspired

Exercise 2 E

Choose the right adjective form to complete each sentence below.

1. The lack of choice is quite **disappointing / disappointed**.
2. I felt completely **overwhelming / overwhelmed** at first.
3. I'm **worrying / worried** that we won't have time to finish this.
4. The first responses were very **encouraging / encouraged**.
5. I felt **embarrassing / embarrassed** after getting the dates mixed up.
6. I find these facts and figures rather **confusing / confused**.
7. I'd be more **interesting / interested** in working in sales than in IT.
8. We're all very **exciting / excited** by this new project.

You'll find the answers on page 47

Common collocations

Here, we look at some key word partnerships with "fuel".

"fuel" + noun

fuel consumption
- Benzin-/Kraftstoffverbrauch

fuel costs
- Kraftstoffkosten

fuel efficiency
- Kraftstoffeffizienz

fuel gauge [geɪdʒ]
- Kraftstoffanzeige

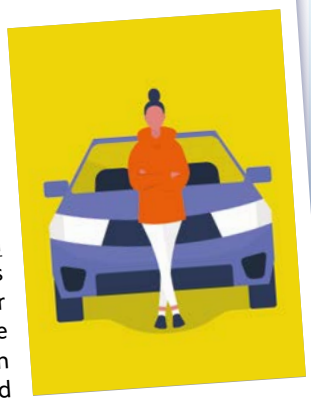
fuel price
- Kraftstoffpreis

fuel tank
- (Benzin-)tank

fuel type
- Kraftstofftyp

New message

TIPS ON MANAGING COMPANY VEHICLES



For start-ups, keeping vehicle costs low is essential. Choose the right **fuel type** for your needs and monitor **fuel consumption** to identify ways to minimize **fuel costs**. A focus on **fuel efficiency** will also help reduce your company's carbon footprint — something that's important to many of your employees. Finally, keep an eye on **fuel price** trends. This can help you budget better and avoid sudden price rises.

carbon footprint
- CO_2-Fußabdruck

budget ['bʌdʒɪt]
- sparsam wirtschaften, haushalten

price rise (UK)
- Preiserhöhung

False friends

Many words in German and English seem similar but have very different meanings.

What's *Lack* in English?
Lack = **paint(work), enamel, varnish**
- Have you seen the scratch in the paintwork?

It's not "lack"!
lack = *Mangel*
- There's a lack of engine oil in the workshop.

Cartoon

" I'm willing to go that extra mile because I have a company car. "

"I'm willing to go that extra mile because I have a company car"

A mile is equal to 1,609 metres, but the phrase "go the extra mile" actually means "to make a special effort to do something". However, company cars do go many extra miles, literally. According to the clean-energy advocacy group Transport and Environment, company cars are driven twice as many kilometres as private vehicles are, and they account for a disproportionately high amount of emissions. Across the EU, 60 per cent of new car registrations are company vehicles — up from 50 per cent in 2015.

willing: be ~ to do sth.
- bereit/gewillt sein, etw. zu tun

literally
- wortwörtlich

advocacy group ['ædvəkəsi]
- Interessengruppe

account for sth.
- *hier:* etw. ausmachen

disproportionately
- unverhältnismäßig

car registration
- Kfz-Zulassung

Typical mistake

Can you correct the typical error(s) in the following sentence?

"It's not easy to take over another car on this narrow road."

.....
.....
.....
.....
.....

You'll find the answer below

Progress check

Replace each German word (in *italics*) in the sentences below with the correct English word(s).

1. The ..... (*Innenraum*) looks very nice.
2. Where's the nearest ..... (*Ladestation*)?
3. Let's open the ..... (*Motorhaube*) and take a look at the engine.
4. We plan to expand our ..... (*Fuhrpark*) next year.

You'll find the answers below

ANSWERS

Knowledge check:
1. B
2. C
3. A

Grammar check:
Exercise 1
1. challenging
2. interesting
3. disappointing
4. surprised
5. exhausted

Exercise 2
1. disappointing
2. overwhelmed
3. worried
4. encouraging
5. embarrassed
6. confusing
7. interested
8. excited

Typical mistake:
"It's not easy to **overtake** another car on this narrow road."
overtake sb./sth. = *jmdn./etw. überholen*
take sth. over = *etw. übernehmen*

Progress check:
1. interior
2. charging point
3. bonnet *(UK)* / hood *(US)*
4. fleet

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TEST

Test your language skills!

Testen Sie nun Ihre sprachlichen Kompetenzen. Die Übungen auf diesen zwei Seiten basieren auf Artikeln dieser Ausgabe.

Von DAGMAR TAYLOR

EASY MEDIUM ADVANCED

1. What does it mean? M

After reading "The microchip mogul" (pp. 12–13), decide whether the following statements are correct or incorrect.

	Correct	Incorrect
1. To **go against the grain** means to "be or do something different from what is considered normal or natural".	☐	☐
2. If someone **circulates** something, they help it to happen or develop.	☐	☐
3. If somebody **turns** a business **around**, they make it successful again.	☐	☐
4. To **catch up** means to "become popular or fashionable".	☐	☐
5. **Manufacturing** is the act of delaying something you need to do, because you don't want to do it.	☐	☐
6. **Electrical engineering** is the study of designing and building machines and systems that use or produce electricity.	☐	☐

2. Paperwork M

Match the nouns (1–5) from "On paper" (pp. 22–23) with their definitions (A–E).

1. **bulletin**
2. **drug chart**
3. **hard copy**
4. **health record**
5. **lease application**

A. data from a computer that has been printed on paper

B. an official statement about something important

C. a collection of information about a patient's past treatment

D. a form that a prospective tenant fills out to apply for a rental property

E. a record of the medication given to a patient

1– ☐ **; 2–** ☐ **; 3–** ☐ **; 4–** ☐ **; 5–** ☐

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3. Tax returns E

Complete this dialogue based on English for... (pp. 42–43). Use the words from the list.

income tax | ***personal allowance*** | ***rate of taxation*** | ***receipts*** | ***tax payment*** | ***tax return***

Kirsty: Phil, have you started working on your (1) _____ yet? The deadline's coming up soon.

Phil: Not yet! I always put it off. I'm not good at things like (2) _____ — it's the one thing I don't like about being self-employed. It's hard to keep track of my expenses and organize my (3) _____.

Kirsty: I can help you if you like. Do you know that you'll have to make the first (4) _____ on 31 January and a second on 31 July?

Phil: Yeah, but that's about all I know. Oh, and I know that the (5) _____ is 20 per cent for me, but I've forgotten how much my (6) _____ is.

Kirsty: It's £12,570. Hmm, maybe you should see a tax adviser.

Phil: [*laughs*] You're hired!

5. Satellites in space A

Complete these sentences, based on "So many satellites" (pp. 28–29), with the English translation of the German words in brackets.

1. The US military tracks approximately 47,000 pieces of _____ (*Weltraummüll*).
2. There is also a lot of _____ (*Trümmer, Schutt*) that is not visible from earth.
3. Increasing _____ (*Überfüllung*) raises the risk of satellite collisions, potentially starting a chain reaction.
4. A nuclear explosion in space would wipe out most satellites, causing massive economic _____ (*hier: Zusammenbruch*) on earth.
5. Despite rising tensions and deadly flying _____ (*Müll, Abfall*), let's hope it remains peaceful in space.

4. Tourist invasions M

After reading "Tourist overload" (pp. 24–27), choose the correct option to complete each statement.

1. In the _____ lakeside town of Hallstatt, Austria, residents blocked the main road tunnel.
   A. pictured B. picturesque
2. Why have Europeans started _____ visitors like this?
   A. turning off B. turning on
3. A destination reaches overtourism when it can no longer _____ with all the visitors.
   A. collect B. cope
4. Most of the six million people who visit Venice each year are day _____.
   A. traders B. trippers
5. Short-term _____ are much more profitable than long-term ones.
   A. buildings B. rentals
6. Staying just for a day generates little economic benefit for the city but contributes to _____.
   A. overcrowding B. overdevelopment

ANSWERS

Test your language skills!

1. What does it mean?

1. Correct (go against the grain = *gegen den Strom schwimmen*)
2. Incorrect. If someone "circulates" something, such as information, they pass it on to other people. (circulate sth. = *etw. verteilen, in Umlauf bringen*)
3. Correct (turn sth. around = *etw. wieder auf Spur bringen, aus der Krise führen*)
4. Incorrect. To "catch up" means to "reach the same level or standard as somebody who is better or more advanced". (catch up = *aufholen*)
5. Incorrect. "Manufacturing" is the business or industry of producing goods in large quantities in factories, etc. (manufacturing = *Herstellung, Fertigung*)
6. Correct (electrical engineering = *Elektrotechnik*)

2. Paperwork

1–B (bulletin = *(amtliche) Bekanntmachung*)
2–E (drug chart = *Medikationsplan*)
3–A (hard copy = *Ausdruck, Ausgabe auf Papier*)
4–C (health record = *Patientenakte*)
5–D (lease application = *Mieterselbstauskunft*)

3. Tax returns

1. tax return = *Steuererklärung*
2. income tax = *Einkommensteuer*
3. receipts = *Belege*
4. tax payment = *Steuerzahlung*
5. rate of taxation = *Steuersatz*
6. personal allowance = *Steuerfreibetrag*

4. Tourist invasions

1–B (picturesque = *malerisch*)
2–B (turn on sb. = *auf jmdn. losgehen, sich gegen jmdn. wenden*)
3–B (cope with sth. = *mit etw. zurechtkommen*)
4–B (day tripper (UK) = *Tagesausflügler(in)*)
5–B (rental = *Vermietung*)
6–A (overcrowding = *Überfüllung*)

5. Satellites in space

1. space junk
2. debris
3. congestion
4. disruption
5. garbage

QUIZ

Business acronyms

In der Arbeitswelt gibt es für fast alles eine Abkürzung. Wissen Sie, wofür diese zehn Akronyme stehen?

MEDIUM

In business commmunication, many longer phrases or expressions are shortened with acronyms. Here, you can test your knowledge of some common acronyms. See if you can learn a few new ones by EOB ("end of business") today!

1. OKR is a framework used to define measurable goals and track progress. What does it stand for?
a) opportunity kick-off and refresh
b) objectives and key results
c) organizations keep reinventing

2. FIFO means "first in, first out". When might you use it?
a) when talking about redundancies
b) when selling shares
c) when leaving work for the day

3. What does CTA stand for?
a) call to action: used to encourage people to act
b) count towards acceleration: initiatives that encourage growth
c) company tricks audience: writing things that aren't correct

4. In emails, what does OOO mean?
a) open-oriented opportunity
b) order of operation
c) out of office

5. You've probably heard of a CEO, but who is the CDO?
a) chief data officer
b) certified development officer
c) corporate dissonance officer

6. If a colleague writes "BID", what are they asking you to do?
a) bid on an item (at an auction)
b) break it down (explain clearly)
c) be in dialogue (join a meeting)

7. KPI means "key performance indicator". What does KRI stand for?
a) killing regular initiative
b) key retirement indicator
c) key risk indicator

8. What does BAU mean?
a) business as usual (activities needed to maintain business operations)
b) bored and underchallenged (employees want to do more work)
c) bankruptcy and unpaid sums

9. TOIL means to reduce overtime hours. It stands for "time off in ____".
a) lounge
b) lieu
c) the loo

10. In marketing, what does WOM refer to?
a) word of mouth (consumer communication about a product)
b) women or men (gender-specific marketing)
c) world of motion (video marketing)

framework
► Rahmen, System

objective
► Ziel, Zielsetzung

redundancy (UK)
► *hier:* Entlassung

share ► *hier:* Aktie

acceleration
► Beschleunigung

CEO (chief executive officer)
► Geschäftsführer(in)

corporate
► Unternehmens-

bid on sth.
► auf etw. bieten

item ['aɪtəm]
► Artikel

maintain sth.
► etw. aufrechterhalten, unterstützen

bored
► gelangweilt

Answers: 1. b); **2.** b); **3.** a); **4.** c); **5.** a); **6.** b); **7.** c) KRIs are used to determine how risky a venture (*Projekt*) is; **8.** a); **9.** b) in lieu (*stattdessen*); **10.** a) essentially, it's free advertising by customers passing on positive experiences

Illustration: iStock.com

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California!

Die nächste Ausgabe von **Business Spotlight** erscheint am 25. April 2025

Next month, in our special California issue, read about entrepreneurs, climate change, industries and economics:

- Insurance companies versus natural disasters
- How streaming is changing Hollywood
- The wine indusry: French investment and Native American land claims
- What the 2028 Olympics mean for Los Angeles
- Working in Silicon Valley
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Plus:

- Creating benefits for your staff
- Writing great progress reports
- Language exercises and vocabulary

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Sarah Gough, Elke Latinovic, Giancarlo Sánchez-Aizcorbe

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Georg Lechner (Leitung), Christiane Schäffner (frei)

Leiterin Crossmedia
Elke Latinovic

Autoren
Melita Cameron-Wood, Sheila Dierks, Sarah Evans, Benjamin Hindrichs, Ana Maria März, Frank Peters, Karen Richardson, James Roberts, Hildegard Rudolph, Dagmar Taylor, Ken Taylor

Unternehmen
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Herausgeberin ZEIT SPRACHEN
Marie-Luise Lewicki

Geschäftsführer
Ulrich Sommer

Objektleitung
Dennis Draber

Chief Marketing Officer und Chief Operating Officer
Alexander Holm

Leiter Herstellung und Digitales Publishing
Thorsten Mansch

Vertriebsleiterin
Sarah Reinbacher/DIE ZEIT

Anzeigenverkauf und Disposition
Eva-Maria Markus
Tel. +49 (0)89/8 56 81-131
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https://unternehmen.zeit-sprachen.de/fuer-werbekunden

Werbevermarktung
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